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Basic Supervision in Foodservice

5/17	Chicago, IL (NRA Show)
6/24	Charleston, WV

Dining Room Management

5/18	Chicago, IL (NRA Show)
5/27	Rockville, MD
5/29	Charleston, WV
6/11	Owensboro, KY
6/16	Miami, FL
6/24	Portsmouth, NH
6/26	Stamford, CT
7/30	Wilmington, DE
8/19	Annapolis, MD
8/21	Lansing, MI

Dining Room Management: Sales and Service

8/20	Annapolis, MD
8/26	Lansing, MI

Kitchen Management

5/17	Chicago, IL (NRA Show)
6/11	Omaha, NE
6/17	Miami, FL
7/15	Tacoma, WA
7/17	Anchorage, AK
7/28	Springfield, MA

People-Power and Profits

5/18	Chicago, IL (NRA Show)

Tools for Training

5/17	Chicago, IL (NRA Show)
6/24	Wilmington, DE
6/25	Annapolis, MD
7/22	Danbury, CT
7/24	Burlington, VT
8/11	Charlotte, NC

Food Production Courses

Perfecting Your Culinary Skills

5/29	Hyde Park, NY
6/10	Washington, DC

Foodservice Management Courses

Applications for Computers in Foodservice

5/18	Chicago, IL (NRA Show)
6/9	Phoenix, AZ
6/11	Portland, OR

Banquet Management

6/24	Milwaukee, WI
8/7	San Francisco, CA

Beverage Management

5/17–18	Chicago, IL (NRA Show)
6/10–11	Oklahoma City, OK
7/29–30	Austin, TX
8/12–13	Alexandria, VA

Business Dynamics for Women in Foodservice

5/18	Chicago, IL (NRA Show)
6/2	San Francisco, CA
6/4	Anaheim, CA
7/22	Portland, OR
8/18	Philadelphia, PA

Employee Motivation

6/17	Seattle, WA
6/19	Denver, CO
7/21	Newport Beach, CA

Food Cost Management

6/3	Boston, MA
8/5	Tacoma, WA
8/19	Montgomery, AL

Foodservice Operators' Legal Workshop

5/18	Chicago, IL (NRA Show)
6/10	Philadelphia, PA
6/16	Miami, FL
7/14	Louisville, KY

Introduction to Computers in Foodservice

5/17	Chicago, IL (NRA Show)

Menus that Sell!

5/17	Chicago, IL (NRA Show)
6/4	Toronto, Ontario, Canada
6/17	Miami, FL
7/21	Chicago, IL
8/12	Charleston, WV

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5/17–18	Chicago, IL (NRA Show)

Off-Premises Catering

5/17–18	Chicago, IL (NRA Show)
7/15–16	Long Island, NY

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6/16–17	Miami, FL
7/28–29	St. Louis, MO

Planning and Implementing Restaurant Marketing Strategy

5/17–18	Chicago, IL (NRA Show)
7/30–31	Washington, DC

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6/9–10	Atlantic City, NJ

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8/6	Boston, MA

Wine and the Bottom Line

6/9	Cincinnati, OH
7/23	Newark, NJ

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MAECO

5/14–16	Chicago, IL

Marketing Executives

5/14–17	Chicago, IL

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National Conference on Marketing, Advertising and Promotions

8/17–20	Chicago, IL

Eleventh Annual California Wine Workshop

9/29–10–2	Monterey, CA

National Conference on Catering

11/16–19	New Orleans, LA

INFO '87 Independent Foodservice Operators' National Conference

1/18–21/87	San Francisco, CA

National Conference on Computers in Foodservice

3/8–11/87	Dallas, TX

For more information, contact
NRA Education Programs
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Washington, DC 20001
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NRA *NEWS*

Vol. 6 No. 5 May 1986

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Robert A. Palmer
Michelle Rabayda
Editorial Typists
Riley Stern

Editorial offices
and NRA headquarters
311 First Street, N.W.
Washington, DC 20001
(202) 638-6100

Chicago offices
150 North Michigan Avenue
Suite 2000
Chicago, IL 60601
(312) 853-2525

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PRESIDENT'S REPORT

Ted Balestreri
Co-owner
The Sardine Factory, Inc.
Monterey, California

With feelings of regret and satisfaction, I compose my last letter to you as NRA president. This month, during the annual NRA membership meeting at the NRA Show, you will be electing a new president.

The regrets I feel come only because it will be hard to leave behind the exciting and fulfilling time I've spent as your president.

The satisfaction comes from being able to look back over a year of accomplishments. This year as president of the National Restaurant Association, it has been my privilege to lead you in meeting the countless challenges which face us as an industry.

Protecting the interests of our industry

A battle has been fought state by state to reform laws governing liability. If our insurance companies are telling us the truth, a leveling off of liability claims should reverse the trend toward higher liability insurance premiums.

We have fought the battle to prevent mandatory ingredient labeling from being imposed on any segment of our industry. If such a precedent were set, there would be no limit to how much labeling could be imposed on the industry.

We have been meeting the challenges government imposes upon us in other ways, too, by building the machinery which ensures strong representation in Washington. We have concentrated on enlarging the NRA Political Action Committee (PAC). We will have $330,000 to donate to political candidates during the 1986 campaign. Among 684 associations, our PAC ranks 25th in size. By 1988, our goal is to make it number one.

We are also raising $300,000 for NRA's Political Education Committee (PEC). This money will be used to bring together restaurateurs and political leaders for mutual education.

Training a first-class labor force

Much energy during my administration has gone into government relations. But we have not forgotten the other challenges that face us. NRA has worked continually on the perennial problem of maintaining and training a first-class labor force.

In cooperation with state restaurant associations, we have offered 300 seminars this year throughout the country. We also have developed and conducted five conferences on seminal topics, such as marketing, promotions, computerization, catering and challenges facing independent operators.

And, of course, we have created the NRA Show with its more than 1,600 exhibitors, nearly 100,000 attendees, dozens of seminars, theaters and clinics. The NRA Show is truly a foodservice university.

Increasing industry pride

Beyond training, we are faced with bringing new employees into our industry as we continue our rapid growth. NRA is meeting this challenge, too. A new public relations program has been developed this year and will be revealed in September. It is designed to increase pride among our current employees, draw new employees to our industry and enhance the perception of foodservice by the general public.

This past year, then, has been a year of struggle and a year of achievement, and still the challenges go on. NRA continues to battle tax simplification proposals, which would limit the business meal deducation to 80 percent. A new tax reform bill was introduced by Senator Bob Packwood (R-OR) as recently as late April. It is receiving mixed reception on Capitol Hill, while NRA continues to press its objectives. Only through your renewed participation in the National Restaurant Association will our industry's accomplishments continue to mount.

I am honored to have served as your president for the past year. Thank you for giving me this memorable opportunity.

During April, 210 foodservice operators and allied suppliers joined us as members of NRA. Welcome. Your participation in NRA will make your business grow and will make your association more effective in its endeavors on your behalf. See you at the NRA Show.

Sincerely,

Ted

Ted Balestreri
President and Chairman of the Board

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Blueprint illustration by Trish Crowe

Cover photograph by Gary D. Landsman

SHORT ORDERS

NRA promotes tourism with "The Sweet Taste of America"

Last month, the National Restaurant Association and several tourism and travel organizations co-sponsored a breakfast for Congressional aides to promote National Tourism Week. The breakfast, held in mid-April on Capitol Hill, provided key aides with information on National Tourism Week, May 18–24, and ideas on how to promote tourism in their home Congressional districts.

The Sweet Taste of
AMERICA

Each attendee at the breakfast was given a gift bag stuffed with travel and tourism-related items. NRA's contribution to the gift bag was "The Sweet Taste of America," a box filled with cookies and chocolates representing America's different regions and tastes.

There were chocolate pralines donated by Mr. B's Restaurant, New Orleans, LA; gourmet chocolates donated by Champlain Chocolate Company, Burlington, VT; chocolate chip cookies donated by Mrs. Fields Cookies, Park City, UT; Italian butter cookies donated by Ferrara's Foods & Confections, New York, NY; and fortune cookies containing custom-made, tourism-related fortunes contributed by NRA.

The box of one lucky Congressional aide also contained a certificate good for a complimentary dinner for two at the Red Fox Tavern in Middleburg, VA.

Industry "pacesetters" form society

Past and present winners of the Pacesetter Award, bestowed annually on outstanding women in foodservice by the Roundtable for Women in Foodservice (RWF), have formed a new society. Members of the Pacesetter Society also include honorable mention recipients of the Pacesetter Award and women who have received other distinguished foodservice awards.

The Pacesetter is awarded by RWF to women in the food, beverage and hospitality industries who are judged by their colleagues to be industry trendsetters. The annual awards ceremony and the inaugural dinner meeting of the new Pacesetter Society will both be held May 18 at Cafe Bernard in Chicago during the NRA Show.

For more information, contact RWF, 325 East 57th St., New York, NY 10022; (212) 593-2791.

1986 Great Menu Contest Winners

Grand Prize Winners

1. Mamma Ilardo's Corp., Baltimore, MD
2. El Torito Restaurants, Inc., Irvine, CA
3. Lime Rickey's Restaurants Ltd., Concord, Ontario, Canada

Check Average Under $5

1. Costa Mesa—The Omelette Parlor/Grand American Fare, Santa Monica, CA
2. Top O' Texas Cafe, Lewisville, TX
3. Casa Gallardo, Columbus, OH

Check Average Between $5–10

1. Lime Rickey's Restaurants LTD, Concord, Ontario, Canada
2. Max & Erma's Restaurants, Inc., Columbus, OH
3. Mr. Greenjeans/The Kalen Group, Toronto, Canada

Check Average Over $10

1. Summerhouse—Hilton International Sydney Airport, Arncliffe, Australia
2. Ashley's—Albany Marriott, Albany, NY
3. Captain Bilbo's River Restaurant, Memphis, TN

Specialty

1. Herbig's Gum Tree—Hilton International Adelaide, Adelaide, South Australia
2. Ramada Inns, Inc., Phoenix, AZ
3. Plata Grande, Beltsville, MD

Institutional Foodservice

1. Midland Hospital Center—children's menu, Midland, MI
2. Executive Dining, Conoco, Inc., Ponca City, OK
3. Midland Hospital Center, Midland, MI

Banquet/Catering

1. Portland Marriott—catering department, Portland, OR
2. Atrium Catering, Minneapolis, MN
3. Signature Caterers, Beltsville, MD

Most Imaginative

1. Chasers Restaurant, Syracuse, NY
2. McGuffey's, Asheville, NC
3. Remington's Solarium Seafood Bar—Ramada Inn, Spokane, WA

Best Design

1. Hilton International Singapore, Singapore, Malaysia
2. Sandalwood Restaurant—Prime Motor Inns, Inc., Fairfield, NJ
3. Associated Students Foodservice, California State University Chico, CA

Greatest Merchandising Power

1. Mardeck LTD—Munchies menu, Rockville, MD
2. Max & Erma's Restaurants, Inc., Columbus, OH
3. Restaurant Las Chivas—Cartagena Hilton International, Cartagena, Colombia

(See story on grand prize winners on page 30)

WASHINGTON REPORT

NRA takes business meal fight to Senate

Sen. Max Baucus (D MT), left, listens as Montana Restaurant Association (MRA) President Ron Scharf, center, and MRA Executive Director Don Pratt, right, explain the effect of an 80 percent business meal deduction on the foodservice industry.

Finance Committee member Senator Steve Symms (R-ID), right center, makes a point at a recent breakfast meeting sponsored by NRA.

NRA has taken its fight against legislation to reduce the business meal deduction directly to key members of the Senate Finance Committee.

NRA officials and state association leaders recently met with committee members Max Baucus (D-MT) and Lloyd Bentsen (D-TX). In addition, NRA hosted a breakfast meeting with Sen. Steve Symms (R-ID)—also a member of the committee—and hospitality industry representatives in Washington.

The tax reform bill (H.R. 3838) passed by the House last year would restrict business meal and food-related entertainment deductions to 80 percent. The Senate Finance Committee is also considering the inclusion of a similar provision in its tax reform bill.

Industry officials emphasized the devastating effect reducing the deductibility of legitimate food-related business entertainment expenses would have on the foodservice industry. Recently updated Chase Econometrics data show that limiting deductibility to 80 percent would mean the loss of 342,000 foodservice jobs in the first year of enactment. The Chase figures also show that 1987–89 foodservice sales would drop $28.5 billion, and state and local net revenue loss over three years would amount to $8.9 billion. At the same time, the federal government would experience a net drop in revenues of $6.3 billion.

The Finance Committee is expected to finish writing its bill by the end of this month. Committee members are debating and voting on provisions contained in a draft plan prepared for Chairman Bob Packwood (R-OR) by the committee staff.

The committee draft is similar to the House bill, but it makes larger concessions to the business community and to the White House, which has been lobbying for a lower top tax rate and bigger personal exemptions.

Reagan endorses liability reform

President Reagan has given his support to eight liability reform recommendations offered by an interagency task force on tort reform. The task force was formed to address the crisis posed by the unavailability of liability insurance.

The task force was headed by Assistant Attorney General Richard K. Willard, who spoke at the NRA symposium on product and service liability in January. NRA had expressed the industry's concern over the liability situation and was assured by Willard that NRA's suggestions for reform would be considered. Several of NRA's recommendations were incorporated into the task force's eight proposals.

One of the most controversial proposals would restrict the amount of contingency fees attorneys could charge the plaintiff. The task force recommended a sliding scale for lawyers' fees, from 25 percent for awards under $100,000 to 10 percent for amounts over $300,000.

While the task force supported the idea that plaintiffs should be able to recover all expenses for medical treatment and property damage, it recommended that all non-economic awards be limited to $100,000. This would include all awards for pain and suffering and for punitive damages.

Willard's group also called for

- returning to fault-based liability, in which payment of damages would be based on fault
- ending joint and several liability except in cases where defendants have acted in concert
- instituting periodic (not lump-sum) payments of future economic damages
- basing causation findings on credible scientific and medical evidence and opinion
- reducing awards by certain collateral sources of compensation for the same injury and
- encouraging states to develop alternative dispute resolution mechanisms and other procedural innovations for tort reform.

While the President has endorsed these recommendations, the task force has not yet drafted specific legislation to implement these reforms.

NRA testifies . . .

NRA appeared before a House Ways and Means subcommittee in late March to talk about the liquor liability crisis. NRA suggested that dollar caps be placed on liability awards, the concept of joint and several liability be eliminated, advance notice be given operators in liquor liability cases and that there be a reasonable statute of limitations for such cases.

Next to pollution risk insurance, liquor liability insurance is the hardest to obtain, NRA noted in its testimony. In many cases premiums have risen so high that insurance is no longer affordable, and businesses are forced to "go bare."

NRA lends support . . .

NRA supports bill S. 2129 by Sen. Bob Kasten (R-WI) which would permit businesses to form self-insurance groups and join together to buy coverage on a group basis. The Senate Commerce Committee recently approved the bill.

Currently, the federal government allows the creation of such groups to obtain product liability but not general liability insurance. The bill allows businesses to form these risk retention groups and to operate across state lines, provided the groups are chartered in at least one state. Similar legislation has been offered in the House.

New efforts to increase the minimum wage

Raising the minimum wage over the next few years is the objective of three bills recently introduced in the House by Reps. Gerald Kleczka (D-WI), Pat Williams (D-MT) and Mario Biaggi (D-NY).

NRA opposes any effort to increase the minimum wage and believes this legislation would put inflationary pressure on all wages. The result would be an increase in average hourly earnings and a spiraling increase in the minimum wage, unemployment and menu prices.

H.R. 4227, introduced by Rep. Kleczka, would institute a two-year increase in the minimum wage. The current rate of $3.35 per hour would be raised to $3.65 in January 1987, then increased to $3.95 in January 1988. Kleczka's bill does not index the minimum wage for inflation.

Both H.R. 4323 by Rep. Williams and H.R. 4493 by Rep. Biaggi would raise the minimum over the next several years and would index it for inflation. The former would increase the minimum wage by five percent annually beginning January 1, 1987. The annual five percent increase would continue until the minimum wage reaches 50 percent of the average hourly earnings of production or nonsupervisory workers on private non-agricultural payrolls.

H.R. 4493 would increase the minimum wage in four steps, beginning with a 50-cent increase on January 1, 1987. The wage would then be increased to $4.40 on January 1, 1988 and to $4.95 on January 1, 1989. Beginning January 1, 1990, the minimum wage would be increased annually by whatever amount necessary to maintain it at 50 percent of the average hourly wage for private non-agricultural workers.

The sponsors of all three bills cite the declining "real value" of the current minimum wage as the impetus behind their legislation. According to the sponsors, the current minimum wage, which has not been increased since 1981, forces many workers to live below the poverty level. They note that the minimum wage worker will earn a yearly income of $6,968, which is almost $2,000 below the poverty threshold for a family of three.

None of these bills has seen any action in Congress. There has been no legislation introduced in the Senate to increase the minimum wage.

Polygraph ban approved by House

A bill to ban polygraph testing by private employers was approved by the House in March. The bill, H.R. 1524, would bar most private employers from requiring employees to take a lie detector test to obtain or keep a job. This bill was opposed by NRA.

H.R. 1524 sets up a system of civil penalties for employers found in violation of the law. It also allows the Secretary of Labor to seek court injunctions.

Several types of employers were exempted from coverage, including nursing homes, day-care centers and nuclear power facilities. Employees with direct access to controlled substances and security guards in certain facilities could also be subject to polygraph testing.

The bill also does not apply to state, local and federal government employees or persons involved in intelligence work under contract to the CIA, NSA or FBI.

H.R. 1524 now goes to the Senate for consideration. A companion bill was introduced by Sens. Orrin Hatch (R-UT) and Edward Kennedy (D-MA).

—Jay Morris
Michelle Rabayda

INFO 86

FOR INDEPENDENT OPERATORS ONLY

National Restaurant Association
Independent Foodservice Operators' Conference
Conference Series

"If we've made our customers feel at home, we've made a million dollar mistake. We need to make them feel better than at home," remarked NRA President Ted Balestreri as he welcomed participants to INFO 86.

"Chains take ideas from independents, fine tune them and create food trends across the country," observed Kenneth Hill, former head of Gilbert-Robinson and now president of T.J. Cinnamon's. "But they can't respond as fast as we can to new ideas."

For three days in February, 151 independent operators put their day-to-day concerns aside to gain a new perspective on their businesses in the company of peers and industry experts.

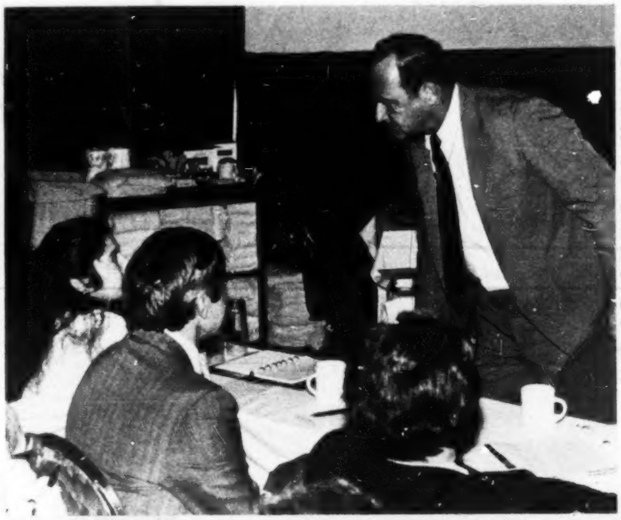
From as far away as Hawaii, independents came to Orlando, FL, to attend INFO 86—NRA's National Conference for Independent Operators. Now in its second year, this conference focuses on the problems and concerns of independent restaurateurs.

Setting a positive tone for the conference was keynote speaker Mike Hurst, NRA Director and president of 15th Street Fisheries, Fort Lauderdale, FL, who emphasized that the independents' ability to change gives them an edge in the marketplace. Other speakers seconded that obser-

Bill Gillespie, marketing vice president of Oceanshore Restaurants, Inc. was effective as both master of ceremonies and breakout leader. "This conference is an opportunity to renew our energy and our commitment to our business and in some cases, where it is needed, to renew our faith in ourselves," he said.

photos by Bill Bachmann

"Marketing is going to be the hallmark of the 80s and beyond," predicted Jeanette Reichers, editor of *Independent Restaurants.*



The most provocative presentation at the conference was by lawyer Tony Marshall, dean of the School of Hospitality at Florida International University. Addressing the issue of hospitality liability, he told the audience, "A change will only come if you say, 'We've had it, and we won't take it anymore."

"I came here looking for a couple of ideas I could incorporate into our operation, and I found some."
—*Wayne Judah, The Admiral Risty, Rancho Palos Verdes, CA*

"I'm going home with 'information tilt' from so many great ideas."
—*E. Thomas McCabe, Jr., Tom Foolery's, Westborough, MA*

vation, both in the general sessions and in the dozen smaller, breakout meetings. Many shared ideas for new directions in such areas as menu development, staffing and service.

But the conference did more than highlight successes. It also focused on industry problems. Liquor liability was by far the issue of greatest concern, finding its way into two of the 10 general sessions, several breakout meetings and informal conversations among participants. Attendees not only exchanged ideas on the conference floor but also offered to send each other mocktail and appetizer recipes from home. Conference speaker Tony Marshall, a lawyer and dean of the School of Hospitality at Florida International University, emphatically urged operators to implement risk management programs in their restaurants and to lobby for

NRA Executive Vice President William Fisher brought the audience up to date on the Washington legislative and political scene. "It will be a tax bill year, but it will not be anti-business," he said.

Showing slides of many of his most successful dishes, Jeremiah Tower, owner of Stars in San Francisco, CA, reminded the audience how important it is to give customers the greatest possible choice in menu selections.

Senator William Roth (R-DE) discussed his business transfer tax proposal at the INFO 86 banquet.

"I think we all enjoyed this conference because it's like home, a relaxing and nurturing environment where we're surrounded with peers who share our passion"

—Harry Klingeman, The Indian Trail, Winnetka, IL

Leading a two-part breakout session, Ted Thelander of T.A. Thelander and Associates focused on staff selection and on ways to keep good managers with non-financial motivators.

changes in state liquor liability laws. "A change will only come if you say, 'We've had it, and we're not going to take it anymore,'" he boomed.

Personal problems also found their way into the agenda. One highly attended breakout session focused on antidotes to stress. (See article on page 12.) Other topics ranged from staff involvement to increasing profitability.

Whether the information presented concerned an industry trend or a personal situation, the emphasis was always practical so that participants could implement those ideas in their establishments.

That goal seems to have been met. Typical of the responses received was that of E. Thomas McCabe, Jr., president of Tom Foolery's in Westboro, MA: "I'm going home with 'information tilt' from so many great ideas."❑

***Beginnings. . . .* INFO '86 attendees Vicki Briscoe and Charles Rivezzo of Anthony's Pier 2 in Newport Beach, CA, became engaged at the conference.**

INFO '86

Conference closeup

FIGHT STRESS FROM THE INSIDE OUT

by Harry Klingeman

All too often we justify long hours in the business with a comment such as, "The business does not understand. It is not human. But my family will understand." And so we often put our business ahead of our family, justifying this by saying, "I am just going to finish this project," or "I am just going to do this little expansion then I'll have more time for my family and myself."

Sometimes you have to put your business absolutely first. You can take two or three months and dig into a project with a passion that you have never had for anything. You roll up those sleeves and you get some things done. Sometimes, that is the energy required and your family or friends can understand that commitment. But it is a different story when your long hours keep up week after week, year after year. That is when your behavior becomes a lifestyle, and that's when it causes problems. You have to find a balance. You have to be in control of your life and not let your business control you.

This article is based on a presentation delivered at INFO '86, NRA's National Conference for Independent Foodservice Operators, by NRA Director Harry Klingeman. Klingeman is president of The Indian Trail Restaurant in Winnetka, IL.

Control rituals . . .

Being out of control is being helpless. Helplessness is a difficult feeling to recognize. You know when you are angry, and you know when you are frustrated; but you don't know when you are helpless. Instead of recognizing helplessness, you respond to it by going through different rituals. What you are trying to do with these rituals is to regain control.

For example, you may get an incredible burst of energy and may try to regain control by doing things. Or you may attack others' shortcomings and feel in control by being right. Or perhaps you may develop a sense of self-righteousness. In this case you feel in control by being better.

If things get bad enough, you may feel the need to take some time off or get away. You are looking for an exit from the chronic stress you face. If you are unable to make an exit, you head into the last stage of control rituals called "breakdown."

In this stage your body finally tells you it is time to come to grips with your life and the problems you are facing. You have to stop and take a break or else physical illness or mental side effects will decrease your performance, rob you of your zest for life or make you stop.

The number one cause of stress in the workplace is being overburdened with too much to do. Therefore, the most powerful weapon you have to regain control is to say, "no." When under stress, we tend to say "yes" to everything. It's easier to say "yes" than "no," but by saying "yes" to more things to do, you are simply adding more stress.

Next, don't be consumed by your business. Because of the American work ethic, we identify ourselves based on what we do. Our whole emotional attachment is with business. No wonder we are workaholics. Who am I? I am Harry Klingeman; I own The Indian Trail Restaurant. And if that is how I identify myself, the driving force in my life is not going to be my human emotions or needs but the insatiable and inhuman needs of my business. My personal happiness becomes dependent on the cash flow and the customer count. So if my business is having a problem, I view myself as the failure. That's not right. A better attitude is one of believing I am not my business. My dreams, my passion and my pride are represented in my work, but they are not me. That is one of the most difficult ideas for restauranteurs to accept.

Balance is the antidote . . .

Balance is the antidote to burnout—that state of physical and emotional exhaustion when you lose your zest for work or play. So balance your life. If you have an unbalanced life, you feel resentful, angry, frustrated and in turmoil. Many workaholics have an empty shell of a personal life. Because they feel this emptiness, they throw themselves right back into work to fill that void. It's a vicious circle.

Someone once asked, "If you burn

out your mind and your body, where will you live?" That question makes sense. You must take care of yourself. The first thing you should do is to give yourself permission to express your needs. Stop denying that you need nurturing. Stop saying, "I don't have time." Instead of saying, "I used to ski, I used to garden, I used to read books at night," do those things now.

Don't neglect rest and relaxation. How many of us go out for lunch? Have you ever called another restaurateur and gotten an answer, "I'm sorry, he's at lunch and can't be disturbed." You give your staff at least 20 minutes. So why not take a 20-minute lunch period for yourself, just to relax.

And how about going out for a walk every so often? It can make an amazing difference. When you leave the building, you come back with seemingly new ideas. Although the ideas have always been there, you are finally relaxed enough to listen to them.

I'm a fanatic about exercise. Remember, you have to exercise to have a lot of energy. You need a strong heart that pumps blood, nutrients and oxygen throughout your body and provides extra energy for work and play. An exercise program that gets your heart working hard three times a week for 15 to 20 minutes will do the trick. A good walk is as good as going out for a run. Exercise is also important because a lot of our self-image comes from our awareness of our bodies. Do you feel good about the way you look? If not, change your diet and exercise. But don't take your work values into your leisure activities. Have fun. Don't make tennis or gardening or swimming a test.

Good life attitudes . . .

You need good life attitudes to fight stress. *Be realistic and positive about life*. Accept the fact that life is difficult. The first two paragraphs of Scott Peck's book, *The Road Less Traveled*, are exceptionally meaningful. They say that when you accept the fact that life is difficult, it is no longer difficult because you have already gone beyond that point.

View life as a challenge, as a series of opportunities, not problems. There is a way to solve anything, given enough time.

Accept the fact that you cannot control the uncontrollable. There are certain things in life you cannot control. Too many of us are trying to fly by flapping our arms. And what happens? We get tired, exhausted and frustrated.

Learn from adversity. Struggle builds strength. We all get tripped up periodically. Successful individuals learn to use past obstacles as stepping stones.

Embrace your problems. Procrastination is a main cause of stress. How do you embrace your problems? By confronting them, accepting them, assuming responsibility for them and dealing with them. When you start to embrace a problem, you often find you have exaggerated its importance.

stress (stres) n.
1: strain, pressure 2: a state of bodily or mental tension resulting from factors that tend to alter an existent equilibrium.

Resolve conflicts. Conflicts are not going to go away. They may appear to go away during the day, but they are going to come back at three in the morning to haunt you.

Be happier by doing less on the job. The number one cause of stress in the workplace is being overburdened. We all know the principle of 80/20: 80 percent of your sales come from 20 percent of your products. It's the same with things to do. If you have 10 things to do and you do two of them, 20 percent, you are going to get 80 percent of the rewards. Think about that. Rather than trying to go through and do it all, use the 80/20 principle.

Start by prioritizing your tasks by "A," "B" and "C." Do the "A's" and forget the "C's." Do what is doable. Don't chase the impossible.

Delegate. You have to delegate to your staff. You have to build a staff that is self-reliant. If you don't have a self-reliant staff, if everyone is running to you to solve problems, you are never going to get anything done.

Create a comfortable workplace. Can you work in your office? Is it a place that feels comfortable? Or do you feel closed in? Your office is your world headquarters. So make it nurturing.

Work during your prime time. When is your prime time and how do you use it? You have to determine when you are most creative. Use that time to do your "A" things. Many of us say, "I like to go in early in the morning because my staff isn't there. That's when I can really get things done." If that is what you say, then do it. Find a block of time that is yours. Otherwise you go start-stop, start-stop, start-stop.

Identify time wasters . . .

Interruptions. Studies show that a manager is interrupted every eight minutes. How are you going to control your life, if you are interrupted every eight minutes? You have to create a system that reduces your interuptions. Specifically, you need to manage your phone calls and unexpected visitors.

Clutter. Reduce paperwork. With any piece of paper there are only four things to do: toss it out, refer it to someone else, act upon it or file it. Too often we fail to do these things the first time, but continuously pick up a letter, read it, put it back on the desk and do the same thing another day. We multiply our workload by this process.

Starts and stops. Plan and schedule your time. An hour planned saves four hours of work. To stop that start-and-stop syndrome take a project, no matter how big, and break it into small tasks. Now each one is manageable and you are less overwhelmed.

Unfinished projects. How many of you have 10 unfinished projects? Get some of them done. It's better to have two things finished than 10 things unfinished.

In sum . . .

It is important to remember that the habits of a lifetime die slowly. They die hard. They won't change overnight. But they can change. You have to lead a balanced life to enjoy its full richness. ❑

Editor's note: *Beginning this July, NRA will offer a seminar entitled, "Stress and Foodservice: Avoiding the Pressure Cooker Syndrome." The course will be led by Bob Brymer, associate professor of Hotel & Restaurant Administration at Florida State University. For further information, call NRA Education Programs, (800) 424-5156 or (202) 638-6100.*

Signature Items

Five years ago supermarkets ignored restaurant products. Today they are enthusiastically pursuing specialty accounts. Here are some pointers from operators who have canned, bottled or frozen some of their best-selling items.

by Kathy Boyle

It may be the fulfillment of a dream, or it may be the pinnacle of a lifetime's work. But at some time or other, most restaurateurs long to create and package their own signature products. Vince Culotta, co-owner of Sabatino's in the famous "Little Italy" section of Baltimore, MD, (440 seats) had toyed with the idea of packaging the restaurant's products for years. "For a long time we had been packaging our house salad dressing for our regular customers," recalls Culotta. "Then one evening, the owner of a local grocery chain, a regular customer of ours, was eating dinner in the restaurant. I decided to approach him about selling the salad dressing in his stores. He said he had done something similar before, and told me whom to contact at Giant Foods."

Culotta's initiative led to an exclusive contract for selling the salad dressing in all 130 Giant stores. Culotta is very happy with this arrangement. Rather than trying to do all the research, product development, packaging and distribution himself, he received support from Giant's experienced staff. "I'm in the restaurant business, not in the food manufacturing business," explains Culotta. "I had an idea, but they were instrumental in moving it along."

Experienced partners can help . . .

Culotta's experience of getting help from an outside source is not unique. Brennan's Restaurant in New Orleans, LA, (550 seats) is bottling its own line of seasonings and sauces so people can add a creole flavor to fish, pork, veal, beef, vegetables and poultry. Also available is Brennan's buttery pecan caramel sauce and a hot, spicy, whole-grain mustard. In Brennan's case, however, the gourmet food manufacturer—Classic American Foods—came to Brennan's, seeking out the restaurant's well-established name and creole cooking know-how. According to Owen E. Brennan, Jr., co-owner of Brennan's, even before Classic American Foods approached them, the manufacturer had done extensive market research to confirm that the Brennan name was well-known.

"In addition, Classic American Foods was already handling wine mustards made from top California wines," adds Brennan, "so they knew the gourmet specialty market first hand." According to Brennan, the company's research and expertise saved him time, headaches and legwork. "In the first financial sales reports from Classic American Foods, the products have tremendously exceeded sales expectations."

Two years ago, Nathan Schmidt, chef and owner of Nathan's, a 10-year old European-style restaurant in Burlingame, CA (120 seats), had a similar experience. He was approached by a distributor to bottle and distribute his house dressing. According to Schmidt, the co-venture has really worked out. "In the first year alone, we are in 400 Safeway and Lucky stores in the Bay area, and the product may soon go nationwide."

Going it alone . . .

Other restaurateurs still prefer to "go it alone" to market their signature products. That's the case at Joe's Restaurant in Reading, PA, (55 seats) a family restaurant famous for its wild mushroom specialty theme. Joe's uses 300 different varieties of mushrooms at the white tablecloth establishment. About three years ago, Jack Czarnecki, grandson of the original owner, began producing some of the mushroom products for distribution. "The real reason we got started was because customers kept asking for our dark, rich puree of mushroom soup," says Czarnecki. Today, along

Mark Borchelt

Sarabeth
Orange Apricot Marmalade
Burgundy Pepper Sauce
NET WT. 8 OZS.
Silver Palate
American
Nathan's
RESTAURANT
BURLINGAME CALIFORNIA
LEMON CAPER DRESSING
12.7 Fl. Oz. (375 ml)
Sabatino's HOUSE DRESSING
Chalet Suzanne
SOUP
(Medium Hot and Spicy)
Creamed ROMAINE
Serve Hot or Cold
Brennan's
Britaman's
NET WT. 2 OZ.
BAKING POWDER BISCUIT MIX

with frozen wild mushroom soup, Czarnecki has bottled the fancy mushrooms Joe's uses in its martinis and the restaurant's burgundy pepper sauce.

Czarnecki continues to produce his line of products in the restaurant. "I've checked with several packers, and I can't seem to find the good, high-quality packaging I want," explains Czarnecki.

Sarabeth and Bill Levine, owners of two Sarabeth's Kitchens in New York, NY, (70 seats each) also cite quality packaging as the reason for bottling their own. "We don't want to lose the quality and the down-home look we have. All of our products are packaged in mason jars, and I haven't been able to find a manufacturer that would package this way. Mason jars are traditionally used in home canning and require a two-part lid, instead of the one-part lid used in most commercial manufacturing."

Getting started . . .

It takes time and energy to ready a product for distribution. From conception to introduction, product development generally takes 18 months to 2½ years, according to those who have done it.

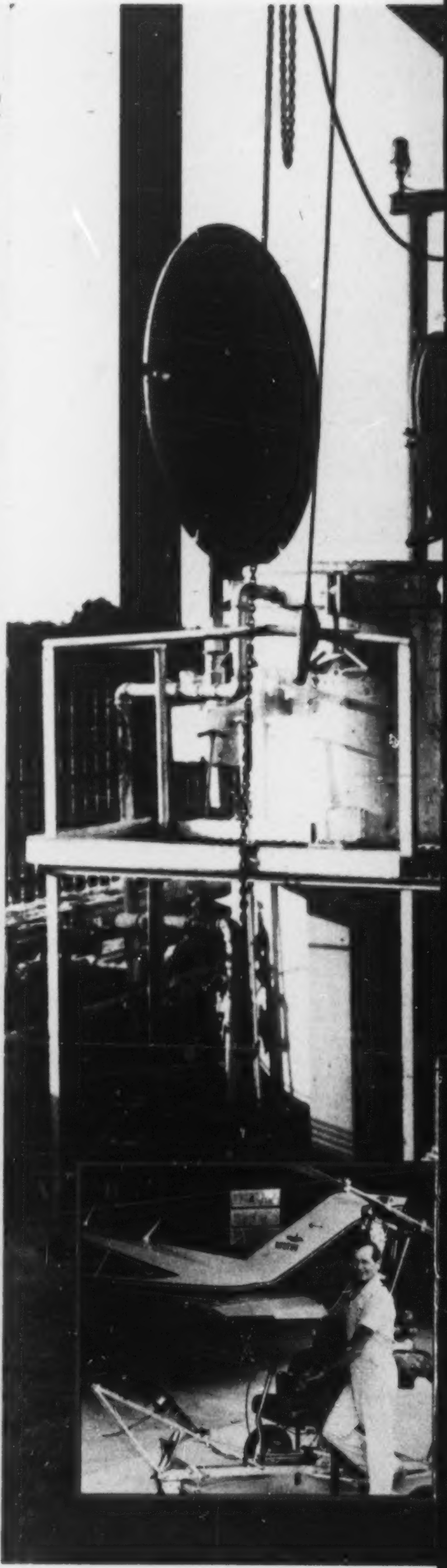
Product testing alone takes a great deal of time—sometimes as long as a year. Brennan's cut down this time because Classic American Foods supervised the process. "What could have been a massive project of selecting a packer, making up formulas, making up tests, seeing what various federal and state government regulations required, was all simplified for us," explains Brennan, "and Classic American Foods was very careful to make sure that the tastes and consistencies of the products were the way we expected them to be."

An initial obstacle to getting started is deciding which products to market. There are many things to consider: consumer demand for the type of product, consumer familiarity with the specific product, the product's ease of use and the product's compatibility with a specific niche in the gourmet market. In the case of Brennan's, for example, Classic American Foods' market research showed potential windows in the gourmet/specialty food market—creole seasonings and a mustard. Brennan's then added a restauratuer's sense for which products might gain the most acceptance. "We added our special sauce, which

From the kitchen to the moon

and everywhere in between

In November 1956 Chalet Suzanne mailed its first can of soup to a customer. Today, the soups prepared according to traditional family recipes, are distributed nationwide both to distributors and direct mail buyers. In addition to retail customers, purchasers include specialty food shops, institutions, clubs and restaurants. The soups have even travelled to the moon.



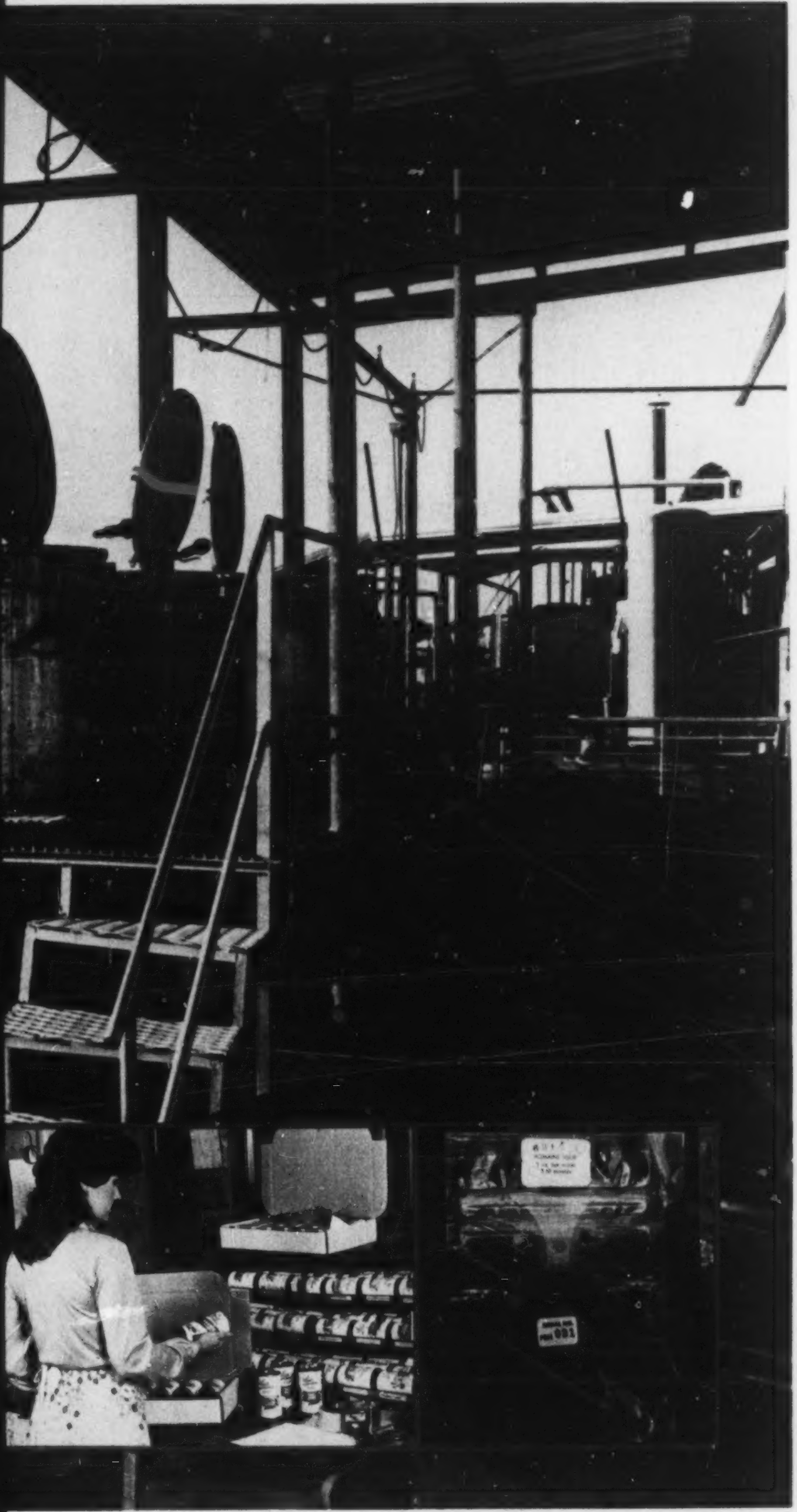
(A) Owners Carl and Vita Hinshaw got into the soup business on a small scale. They used a four-quart pressure cooker and hand-labeled the cans. Today, their business, which produces an average of 18,000 cans daily, operates in an on-site plant, and the pressure cookers (shown here) can each accommodate 1,500 cans at a time—three baskets of 500 cans each.

(B) The cannery was once an airplane hangar, built to accommodate Carl Hinshaw's first love, flying. Hinshaw has not abandoned the skies. He still has an airstrip on the property and flies to get ingredients for the restaurant and the cannery. Customers use the airstrip, too. According to Vita Hinshaw, some people fly in just to buy some soup.

(C) The Chalet features 11 soups, one sauce piquant for meats and two aspics—tomato and orange. The soups come in 13-ounce cans as well as a larger condensed 45-ounce institutional size. All direct mail orders come with a brochure of recipe ideas.

(D) The Hinshaw's soup business has benefited from word-of-mouth recommendations. Astronaut Jim Irwin so loved Chalet Suzanne soups that they were served in crew quarters. Later, they travelled with him on his Apollo 15 flight to the moon, followed by a trip on Apollo 16 and the joint Russian/American flight of Apollo-Soyuz.

Photos: Bill Bachmann



has made us famous. It can be used on just about anything, from cream cheese to pasta. And for the sweet tooth, we added our well-known butter pecan dessert topping for either ice cream or crepes," remarks Brennan.

The Silver Palate, New York, NY, also discovered that it pays to build on your strengths. In 1978, Saks Fifth Avenue approached The Silver Palate, then a gourmet take-out, and asked the owners to bottle some of their food for sale during the Christmas season. They agreed and chose their apricot mustard sauce as their first product because "this particular mustard makes an ordinary ham look like it took 10 hours to cook," says Kelly Kimball, director of public relations for The Silver Palate. Today, The Silver Palate produces 110 different products, from preserves, savories and salad splashes (salad dressings containing very little oil), to sweet dessert sauces and a new line of Good Time Cheers (non-alcoholic mixers). The Silver Palate line is sold at 1,500 locations, from department stores to gourmet shops, and its institutional-sized products are familiar names in restaurant kitchens.

Finding the right manufacturer . . .

Generally, a restaurateur needs a lot of guidance to determine the best production course. Some operators believe that it is best to turn the job over to someone else. "You really need a food processing plant since there are a lot of rules to follow," explains Culotta of Sabatino's. "I gave my salad dressing recipe to Doxsee Foods. Within a year, they devised a formula that was cost-acceptable and met my standards."

Calculating how much product to manufacture can be another dilemma. If you turn manufacturing over to large firms, however, you must be certain of your volumes, as you may be required to purchase 1,800 to 2,000 cases to make the packaging worth the company's while.

From its early experience selling to Saks Fifth Avenue, The Silver Palate quickly learned about FDA requirements and other stringent cooking and food handling regulations. To meet these requirements The Silver Palate moved the kitchen to a location near the store, and by 1979 products were being manufactured at a factory. "Since we use no preservatives or

"A product won't sell if it doesn't have visual appeal."

emulsifiers and the food is still hand prepped and hand prepared in small batches, it took a lot of research to find a factory where we had full control over the manufacturing of the product," explains Kimball.

For Chalet Suzanne in Lake Wales, FL, a full-service upscale restaurant (150 seats) and a 30-room inn, manufacturing its own line of soups meant building a factory. "In 1956 we developed our first soup—cream of romaine. We started with a hand canner and pressure cooker," remembers Vita Hinshaw, co-owner of the Chalet with her husband Carl. Today the Hinshaws manufacture 11 different soups, three sauces, two aspics and a bottled meat sauce at their own canning plant on the property of their inn and restaurant. Each day they typically can 18,000 cans in both consumer and institutional sizes. "We grew into it," recounts Carl Hinshaw. "It certainly takes a great deal of your time to manufacture, and there are problems. The equipment is expensive. There is so much to do. There are USDA and Food and Drug regulations. You have to worry about part-time help, and it can be difficult to sell the large amounts you need to remain profitable. I would say, if I worked at it more, it would be a more profitable part of the business."

Another less recognized, but extremely important aspect to keep in mind is that if you manufacture your own products, you must insure yourself for product liability.

Finding the right label . . .

Although the packaging design and labeling process may be viewed as relatively simple part of product development, it should not be skimmed over, since the pretty package is often what gets the product placed in a store.

For most restaurateurs, already knowledgeable about menu design, translating their concept into an attractive label is usually more fun than work. When Sarabeth and Bill Levine first started manufacturing their orange marmalade, they hand-stenciled and glued on each label. Today, they have gone to a labeling company but still maintain the hand-stenciled quality.

Nathan's and Brennan's both worked with local artists to develop a label that included their logo, and artists in Giant's marketing department developed a concept for Sabatino's salad dressing label. Then, Doxsee foods hired a labeling company to execute the idea.

Setting the right price . . .

Setting a price for a product requires some legwork. First, the buyer must be identified. For example, a product that is costly to make will be unprofitable if it is not marketed to an affluent market. Next, it is important to determine production costs and the expected profit margin and to compare the selling price to that of comparable items. "You may have to adjust your price to stay competitive," notes Czarnecki.

Several restaurateurs warn not to expect instant profits. "If I had started out with profit-making as my first goal, it would have been a failure," explains Czarnecki. Instead, Czarnecki had equally important advertising goals in mind. "We were aware that the type of people who patronize our restaurant also shop at gourmet food shops. Therefore, our initial goal was to place our product in some of these outlets in nearby Philadelphia and New Jersey, getting more people to know about us, thus broadening our customer base."

Distributing the product . . .

"Once the manufacturing process is in place, production becomes routine," explains Czarnecki. "It is distributing the product that is difficult. It takes an aggressive distributor to put the product in stores. It takes time to be successful."

As Czarnecki attests, you don't always have to go with a large, well-known distributor. Czarnecki took a chance on a newcomer and has done well. "One of my customers was a pizza supply distributor. His wife was looking to join him in the distribution business, but she had an interest in gourmet foods. Our product became her first 'baby.' She saw the gourmet foods market as a burgeoning one, and she is doing exceptionally well today, distributing other products besides ours," he reports.

Richard Byrd, director of operations for Snoqualomie Falls Lodge in Snoqualomie Falls, WA, points out that an easy mistake any new marketer can make is not being prepared for orders. "In 1978, I ran an advertisement in the West Coast edition of *Sunset Magazine* for our honey and blackberry and strawberry preserves," recalls Byrd. "We had an overwhelming response, and the Lodge just couldn't handle the orders that came pouring in. We were in the restaurant business and were just flirting with product sales."

Seasoned by this experience, Snoqualome Falls Lodge decided to build its line of jams, preserves, honey, pancake mix and biscuit mix by using the expertise of some young professional marketing experts. "At first we hired them as employees," explains Byrd, "but they wanted to invest in the products and business themselves, so we sold them the rights to use our name. As an outside company, they have rapidly increased product sales and distribution.. In catalog sales alone, orders are up 300 to 400 percent over last year, our first year," says Byrd proudly.

Marketing the product . . .

The Silver Palate's marketing promotions are a good example of how a restaurant can support its retail distribution. In one of its recent promotions to sell chutney called "Starry Night Promotion," the company sent recipe cards, display and other material to each of its retail outlets.

The Silver Palate staff also tour with the products and conduct tastings. Last year Kimball was invited to fly to London on Pan Am to lead a tasting in Pan Am's first class section. "I flew over one day and talked about the trend toward gourmet cooking and conducted a sampling of several of our foods," Kimball recalls. She then spent the night in London and flew back the next day to repeat the demonstration.

Brennan's also sends its staff on the road. Recently, the chef went on a nationwide tour of department stores to demonstrate Brennan's new products firsthand to customers. "We felt it was a natural, since he could share his ideas and experience," says Brennan.

In addition to demonstrations, restaurateurs sometimes publish cookbooks to enhance product sales. Jack Czarnecki published *Joe's Book of Mushroom Cooking* and The Silver Palate published two cookbooks—*The Silver Palate Cookbook* and *The Good Times Cookbook.*

Other restaurateurs believe attending the proper trade shows helps to build a customer base. Bill Levine of Sarabeth's Kitchen figures he spent $5,000 renting a booth, building and shipping his display and paying for hotel and transportation costs to attend the International Fancy Food & Confection Show in Atlanta, GA, last year. According to Levine, the cost was well worth it; orders far surpassed expenses.

A good deal of advance planning may be necessary to display at one of these shows, however. According to the National Association for the Specialty Food Trade, which sponsors the International Fancy Food & Confection Show, an exhibitor or its distributor must be a member of the association, and products must be sent in well in advance for approval to exhibit. This review process assures show buyers of the products' quality and the ability of exhibitors to deliver the items.

What gourmet shops look for . . .

According to a survey of buyers for gourmet food shops, the criteria they use to judge the suitability of a product include the attractiveness of the packaging and the taste and the nature of ingredients. "A product won't sell if it doesn't have visual appeal," says David Lewis, merchandise manager and buyer for the American Cafe's market division in Washington, DC, and Maryland.

Another factor that concerns Lewis is assurance of a steady supply of the product. "What dooms some of these cottage industries is supply. Usually, if they are at a show, such as the International Fancy Foods Show, they have their act together and are pretty well established. This means they have a certified kitchen, insurance and sanitation inspection procedures."

But Lewis and other buyers, including William Hyde, director of the food division for Bloomingdale's 14 food outlets, are always looking for new products. "We look at everything," says Hyde, whose division carries approximately 500 items. All a newcomer has to do is submit the product for evaluation.

In sum . . .

Packaging your best-sellers can open up an entirely new business opportunity—one with differences and rewards. "At the restaurant, you wait for the customers to come to you, and you deal with them directly. Selling products is the opposite: you work through intermediaries," observes Czarnecki. "Both ways are rewarding." ❑

> *"What dooms some of these cottage industries is supply."*

Bradley Ogden's simple but innovative regional fare has earned Campton Place a national following.

HOTEL CHEFS

Are Cooking Up Reputations For Their Restaurants

Once just "faceless" employees producing massive quantities of food, many of today's hotel chefs are celebrities in their own right. They are creating distinctive cuisines, which have become sophisticated signatures for their hotels. "From the beginning, our emphasis has been to treat Campton Place like a single unit restaurant, not a restaurant that is just an accessory to the hotel," explains Bradley Ogden, executive chef at Campton Place in San Francisco, CA. "Our philosophy was to create a 'name' restaurant, one whose reputation would draw hotel guests as well as local customers."

Vincent Maggiora

Seven years ago the 240-room Watergate Hotel in Washington, DC, decided it needed a powerful drawing card. Co-owner Nicholas Salgo's solution was to bring Jean-Louis Palladin—the youngest French chef ever to receive the coveted Michelin two-star rating—to the hotel to operate a showcase restaurant.

Salgo's instinct was not misplaced. Soon, the intimate 55-seat restaurant, aptly named after the creative chef, became a Washington landmark. So much so that investors interested in purchasing the Watergate complex stipulated they would only buy if Jean-Louis stayed.

"From the beginning, the restaurant was designed to enhance the image, prestige and reputation of the whole complex," says Jim Sneed, sous chef at the establishment. "And it's done it—in spades," he laughs.

The review in the April 1986 issue of *Gourmet* magazine is typical of the kind of praise the restaurant has received. "My absolute favorite restaurant in Washington, DC, is Jean-Louis at Watergate," begins Joan Nathan. . . . "From the beginning Jean-Louis at Watergate has been a gastronomic success, expanding local culinary horizons and delicately balancing tastes with such dishes as his *belon* oysters in a soup made with corn puree, cream and lobster; noodle terrine with truffles and *foie gras* served on a tomato-basil *coulis;* zucchini flowers stuffed with chicken, veal or lobster mousse. . . . Not every Picasso was a masterpiece, nor every Palladin creation [is] a culinary miracle, but it's always exciting and always one step beyond the classic French cuisine upon which his dishes are based. . . . What I like best about a meal at Jean-Louis in contrast to other favorite classic French restaurants—Washington's Le Lion d'Or or even New York's Lutece—is that Jean-Louis' menu is always full of brilliant surprises. . . ."

Emphasis on top chefs is escalating . . .

Palladin's success is not unique. From coast to coast, hotel managers are turning to their restaurants to build prestige, recognition and business. Lydia Shire, executive chef at Seasons in the 155-room Bostonian Hotel, believes the emphasis on top-quality chefs is escalating. "I've definitely seen a change in attitude among hotel general managers," she maintains. "They are looking for really bright, super-duper chefs who will add something special to the dining room."

Although Shire is much too modest to boast of her own achievements, Joanne Callahan, director of public relations says, "We made a point of hiring the best chef we could possibly find. And," she adds proudly, "her

Wild mushrooms gratin

Serves 4

1½ cups chanterelles, trimmed, stems removed & quartered
1½ cups shiitake mushrooms, trimmed, stems removed & quartered
1½ cups oyster mushrooms, stems removed
2 Tbs. sweet, unsalted butter
3 Tbs. shallots, minced
1 tsp. garlic, minced
⅓ cup Dry Sack sherry
¼ cup Madeira
1¾ cups heavy cream
½ tsp. ground white pepper
1 Tbs. kosher salt

Herb crust:

½ cup fresh white bread crumbs
½ cup parmesan cheese, grated
½ cup gruyere cheese, grated
3 Tbs. fresh parsley, chopped
1 Tbs. fresh basil, chopped
1 tsp. fresh thyme, chopped

Melt the butter in a large skillet over medium heat. Add the shallots and saute for two minutes, or until translucent. Add the garlic and saute for another minute. Add the mushrooms and saute five to seven minutes.

Add the remaining ingredients and saute for five minutes. Remove mushrooms to prevent overcooking. Continue to reduce the sauce until it coats the back of a spoon, approximately 10 minutes.

Combine all the ingredients for the herb crust and store in a sealed container until ready to use.

Mix the mushrooms back into the sauce and place in ovenproof dishes (eight-ounce capacity). Top with herb crust mixture and brown under the broiler very quickly or cook in a very hot oven. Serve immediately.

—Courtesy of Campton Place

Dean Fearing, a pioneer of Southwestern cooking, has enhanced the Mansion on Turtle Creek's reputation for creative Southwestern cuisine.

Tortilla Soup

serves 6 to 8

3 Tbs.	corn oil
1 cup	onions (pureed)
2 cups	fresh tomatoes (pureed)
1 Tbs.	cumin powder
1 tsp.	chili powder
1	bay leaf
½ branch	epasote
2 Tbs.	tomato puree
4 cloves	garlic (finely chopped)
2 quarts	chicken stock
2	corn tortillas (choped)
to taste	salt and cayenne pepper to taste

In a soup pot, heat the corn oil and saute tortillas with garlic and epasote. Add onions and pureed fresh tomatoes. Bring to a boil. Add cumin, tomato puree, bay leaf, chili powder and chicken stock. Bring to a boil again. Add salt and cayenne pepper to taste and cook for one half hour. Strain through a fine strainer and remove all large particles.

Garnishes as desired

1	breast of chicken
1	avocado (peeled and cubed)
3	ounces cheddar cheese
3	corn tortillas (cut into thin strips and fried)

—Courtesy of Mansion on Turtle Creek

Jean-Louis Palladin's reputation has drawn many notables to Jean-Louis at Watergate.

Fresh raviolis with summer herbs, tomatoes and olive oil

Serves one

2 leaves fresh lemon verbena
2 leaves chocolate mint
2 leaves pineapple sage
1 ripe tomato, peeled
virgin olive oil vinaigrette

Ravioli dough

1 cup semolina flour
1 egg
2 Tbs. water
1 tsp. salt
1 Tbs. olive oil

Mix all ingredients for dough together in a food processor with bread blade. Let dough rest for a couple of hours or overnight. It should be fairly tight and elastic.

Roll out a very thin sheet (as thin as possible) and lay one leaf of each herb on top—about one inch apart. Roll out another thin sheet, brush very lightly with beaten egg and lay on top of the other. Divide the sheets between each herb leaf. Roll each square through pasta machine (at a higher setting) one more time. Cut ravioli in the shape of a leaf. Poach them in chicken or veal stock or salted water for one minute. Coat lightly with some vinaigrette.

Peel tomatoes after plunging them into boiling water for 10 seconds and then in ice water. Slice. Coat lightly with vinaigrette.

Arrange tomatoes and ravioli in a pattern on plate. Garnish the center with some sliced avocados, curly endive or wild mushrooms.

—Courtesy of Jean-Louis at Watergate

Lydia Shire's seasonal specialties have drawn rave reviews for the Bostonian Hotel's Seasons restaurant.

reputation has helped market the hotel all over the country."

In the February 27, 1986 issue of *The Boston Globe* Robert Levy awarded Season 4½ stars out of a possible five-star rating. "The question most frequently posed to a restaurant critic," he says, "is 'What is the best restaurant in town?' With all the excellent dining rooms of varying styles that have opened in Boston in the 1980s, it has become impossible to pick just one. Seasons is certainly among the half dozen restaurants that could stake a fair claim."

More innovative menus . . .

More creative chefs entering the hotel segment naturally means more innovative hotel menus. No longer just extensive lists of entrees that stay the same for years, today's hotel menus are less predictable. They are often smaller and more individualistic, and they change frequently.

"We try to continually excite people," says Lydia Shire at Seasons. The menu offers regional products and changes four times a year to reflect the seasons. Although offerings include a large number of New England items, Shire also likes to experiment with international flavors. In her

Ossetra Caviar with Toasted Tunisian Brik, a glistening black ounce of ossetra is mounded next to a dollop of sour cream at the edge of a large plate dominated by a free-form puff of fried phyllo dough. This is the *brik* of North African origin which, before baking, is filled with small cubes of fresh tuna, a bit of potato, some beaten egg and an exotic blend of North African spices.

At Campton Place, the celebrated 68-seat restaurant in the 123-room Campton Place Hotel, San Francisco, CA, more than 85 percent of the customers are local residents. Within one week of the dining room's opening in October 1983, the restaurant was filled for lunch and dinner and has been filled every day since. Diners know they can expect the deliciously prepared American specialties that have earned Bradley Ogden, the executive chef, a national following. But they also come because they know that the menu doesn't stay the same.

Every two weeks, the 10 to 12-item menu changes because Ogden believes variety is essential to any restaurant's success. Menus are changed serially so there is time to develop dishes but favorites do reappear, such as "Wild Mushrooms in Cream and Sherry with an Herb Crust" and "Blue Corn Cakes with Spiny Lobster."

"I strive to keep food simple and attractive with the interest coming from the contrast of flavors, colors and textures," says Ogden. "Too many restaurants produce food just for the art of creating. They forget that in good, simple food there can still be a great deal of creativity."

Critics seem to agree with Ogden. A 1984 review by the *New York Times* concluded with the observation that "there is little to fault at Campton Place."

Other hotel food outlets benefit . . .

Top chefs are also ensuring a standard of excellence in the hotel's other food operations. The produce they buy fresh from local farmers and the delicacies they fly in—from Louisiana crayfish to Brazilian hearts of palm—often enhance banquets, room service selections and other food outlets in hotels.

Their philosophies make a difference as well. For example, room service orders at the Mansion on Turtle Creek in Dallas, TX—140 rooms; 142-seat dining room—are served course by course—just like in the dining room. "This type of service is very time-consuming," confesses food and beverage director Patrick Columbo, "but it's the only way we can protect the quality of the food. Plus it gives us the chance to bring fresh water and silver. Most guests appreciate the thoughtfulness." They also appreciate other service touches—such as delivering pasta and sauces in separate containers.

At Campton Place, on the other hand, the room service philosophy is not simply to recreate the dining room experience but rather to make customers feel at home. Although guests can order from the dining room menu, special orders are welcome. "If the ingredients are available, there is nothing we won't serve to a customer—whether it's caviar, a grilled cheese sandwich with homemade chips or an apple," says Bradley Ogden. Television personality Richard Simmons, for example, regularly requests a roasted free-ranging chicken. All orders—however small—are served on silver trays with linens.

Getting the word out . . .

Hotels are not sitting back, however, hoping word will get out about their creative chefs. They are marketing them. At the Mansion on Turtle Creek, executive chef Dean Fearing is encouraged to come out of the kitchen and talk to customers. "It's important to be more personal," says Columbo. "Customers feel special when the chef talks to them, and people make a point of going where they feel special."

In addition, the Mansion, which is famous for its distinctive Southwestern food and its extensive wine list, holds regular cooking classes and food and wine pairing courses. "Not only do people become more familiar with the restaurant, they usually become loyal patrons as well," notes Columbo.

Le Recolte, an elegant 108-seat French restaurant in the 698-room Inter-Continental Hotel in New York, NY, takes this idea one step further by inviting patrons to cook with executive chef Christian Leveque. Participants don a chef's jacket, pants and apron and serve as members of the cooking team for one hectic night. After being exposed to the kitchen's inner workings, the customers come away with a deeper appreciation for the restaurant's quality food and the chef's expertise.

Why chefs are working at hotels . . .

Juggling restaurants, hotel functions and room service can be a mind-boggling challenge. More and more culinary professionals, however, are taking the plunge.

After 22 years of working in independent restaurants, Dan Hugelier, world champion chef and a member of the respected U.S. Culinary Team, accepted the position of executive chef at the 682-room Amway Grand Plaza in Grand Rapids, MI, because he was intrigued by the extensive opportunities the hotel operation presented. With 8 diverse restaurants, from a coffee shop to the gourmet Cygnus (singled out three years in a row as the "ultimate dining experience" by readers of *West Michigan Magazine*), the range of creative possibilities is endless. "Here we have the chance to express, at any level, all aspects of American cuisine," he says. "But it does take energy," he adds. "In fact, it's the hardest job I've ever had."

Even so, many chefs find hotel restaurants offer a tremendous amount of excitement. "It's like a little city unto itself. It never closes," maintains Lydia Shire, executive chef at Seasons in the Bostonian Hotel. "Although there is a lot of pressure, there is definitely a certain excitement about working in a hotel."

Technical advantages are also a strong drawing card. "In many ways it is easier to work in a hotel," explains Shire. "We have great equipment and plenty of space to work in."

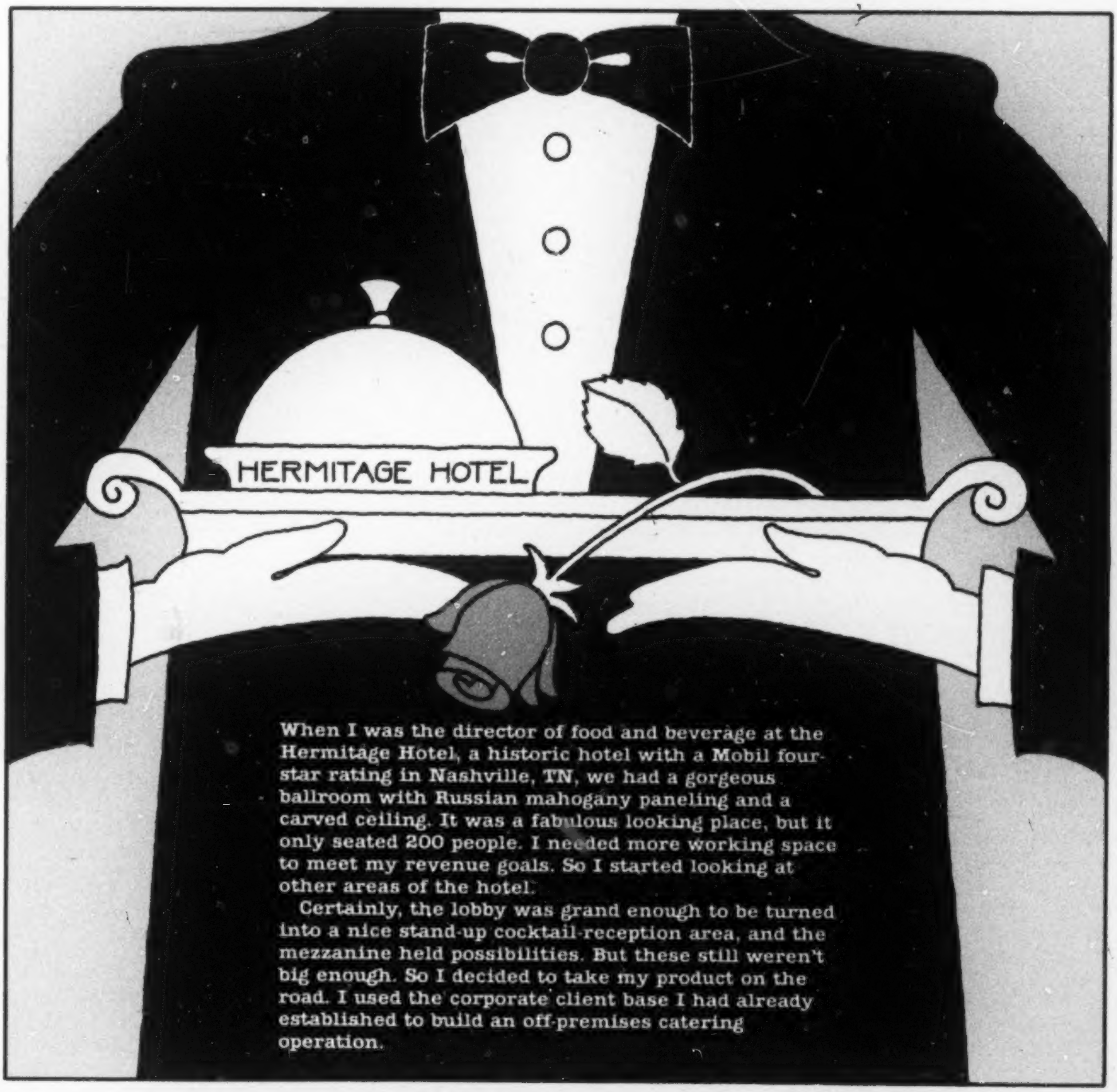
Because hotels purchase large quantities of food, they can take advantage of economies of scale and can take more latitude with the ingredients they purchase. This kind of flexibility stimulates chefs' creativity.

Besides big budgets, hotels also often have many talented food professionals on hand. "The key to success is the staff around you," maintains Bradley Ogden. At the Campton Place Hotel most of the 25 people on the food and beverage staff are culinary graduates, but there is an ex-chemist and a mushroom farmer as well. "These are all good people who enjoy what they are doing," says Ogden. "And they all want my job." ❑

—Cecelia Niepold

HOW ONE HOTEL BUILT A CATERING BUSINESS

by Mark Snyder

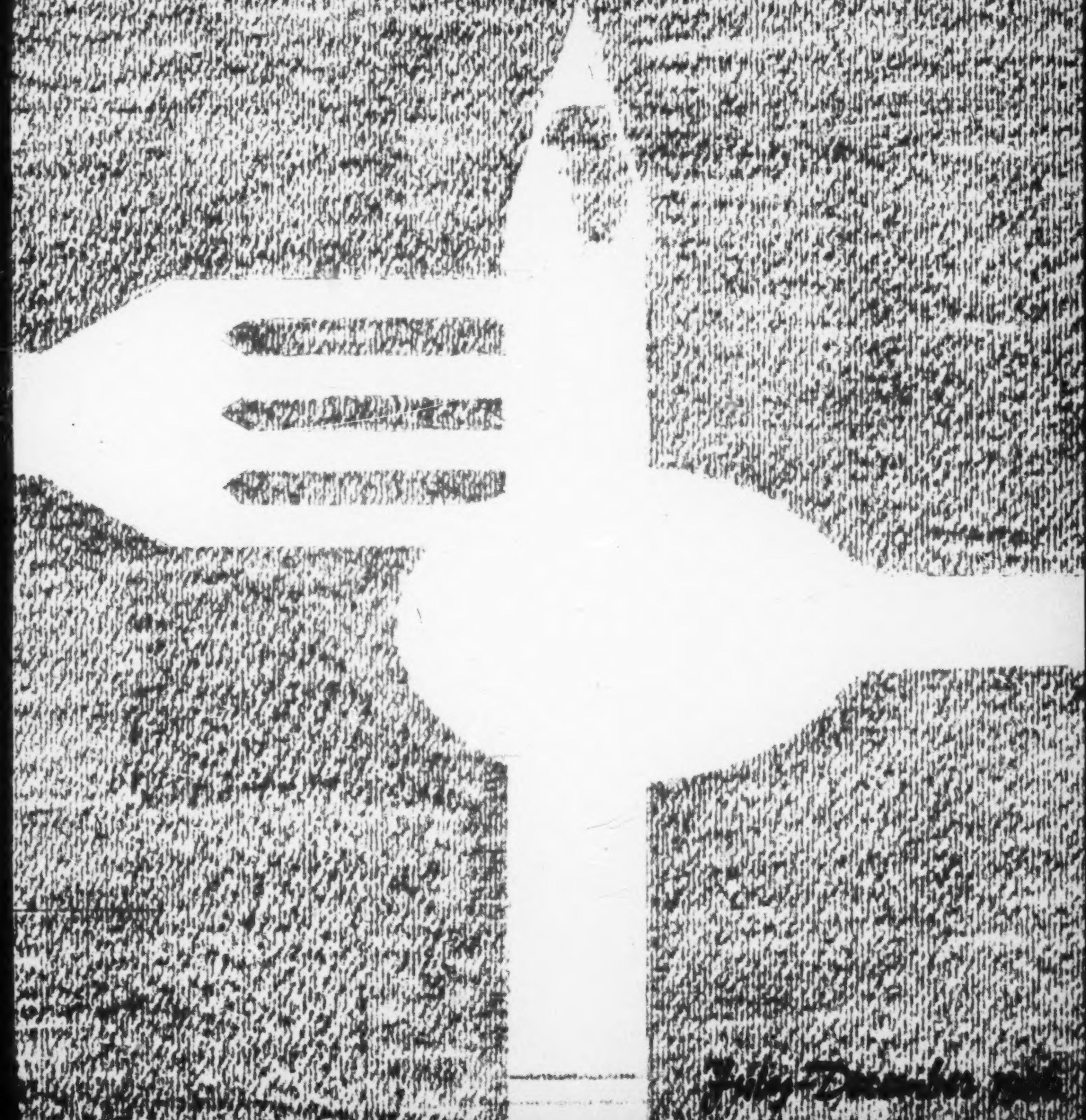


When I was the director of food and beverage at the Hermitage Hotel, a historic hotel with a Mobil four-star rating in Nashville, TN, we had a gorgeous ballroom with Russian mahogany paneling and a carved ceiling. It was a fabulous looking place, but it only seated 200 people. I needed more working space to meet my revenue goals. So I started looking at other areas of the hotel.

Certainly, the lobby was grand enough to be turned into a nice stand-up cocktail-reception area, and the mezzanine held possibilities. But these still weren't big enough. So I decided to take my product on the road. I used the corporate client base I had already established to build an off-premises catering operation.

National Restaurant Association

Education Programs



July-December [illegible]

Seminars b

The National Restaurant Association is the leading source of information and education in the foodservice industry. Since the 1940s, we have offered members a wide range of courses. During the 1980s, NRA has expanded its offerings. Our current curriculum includes workshops and seminars, the national conference series and the newly-introduced video training program.

Attendees of NRA's educational programs consistently give them the highest ratings. A continuous quality control program allows us to review, revise or redesign our programs to keep up with the evolution of our industry. A recent NRA membership survey ranked education programs among the top five NRA services.

Please take a close look at this six-month schedule of seminars and conferences. Select those programs which will assist you in building and strengthening your business. We will be happy to provide you with additional information on any of the programs.

Many seminars are also available on an "in-house" basis. Just contact NRA and ask for our "Seminar to Go" brochure.

Let us help you plan for growth.
Train today, profit tomorrow.

FOODSERVICE MANAGEMENT

Banquet Management

8/7	San Francisco, CA
9/15	Toronto, Ontario, Canada
9/29	Knoxville, TN
10/6	Detroit, MI
10/7	Indianapolis, IN
11/3	Baltimore, MD
11/17	St. Louis, MO
12/2	Tampa, FL

Beverage Management

7/29-30	Austin, TX
8/12-13	Alexandria, VA
9/15-16	Atlantic City, NJ
9/23-24	Milwaukee, WI
11/5-6	Seattle, WA
11/18-19	Louisville, KY

Business Dynamics for Women in Foodservice

7/22	Portland, OR
8/18	Philadelphia, PA
9/22	Boston, MA
12/3	Atlanta, GA

Planning Successful Buffets

8/5	Anaheim, CA
8/18	Cincinnati, OH
9/3	Atlanta, GA
10/27	Bethesda, MD
10/28	Philadelphia, PA
12/4	Jacksonville, FL

Employee Motivation: Management Techniques to Build Morale

7/21	Newport Beach, CA
9/16	Atlantic City, NJ
9/18	Cincinnati, OH
10/7	Atlanta, GA
10/9	Ft. Lauderdale, FL
11/10	Ft. Worth, TX

Food Cost Management

8/5	Tacoma, WA
8/19	Montgomery, AL
9/9	Columbia, SC
9/16	Lexington, KY
9/18	Westchester, NY
11/3	San Diego, CA
11/18	St. Louis, MO
12/2	Austin, TX

Foodservice Operators' Legal Workshop

7/14	Louisville KY
9/15	Atlantic City, NJ
10/14	Richmond, VA
11/10	Minneapolis, MN
11/17	Nashville, TN

Menus That Sell! Strategies for Menu Development and Design

7/21	Chicago, IL
8/12	Charleston, WV
9/22	Lancaster, PA
10/14	Cape Cod, MA
11/5	Newark, NJ

Negotiating for, and Financing, Foodservice Facilities

8/4-5	Detroit, MI
8/25-26	New York, NY
10/16-17	Raleigh, NC
11/5-6	Madison, WI

Off-Premises Catering

7/15-16	Long Island, NY
8/5-6	Philadelphia, PA
9/9-10	Baltimore, MD
10/28-29	Cleveland, OH
11/5-6	West Palm Beach, FL
12/3-4	Chicago, IL

Operational Analysis

7/28-29	St. Louis, MO
8/12-13	Newark, NJ
10/6-7	Washington, DC
11/12-13	Indianapolis, IN

Real Estate and Restaurant Site Selection

8/6-7	Denver, CO
9/8-9	Nashville, TN
10/14-15	Milwaukee, WI
11/12-13	Portland, OR

Restaurant Design and Facilities Planning

9/17-18	Vienna, VA
10/8-9	New York, NY
11/10-11	Denver, CO

Stress and Foodservice: Managing the "Pressure Cooker" Syndrome

8/6	Boston, MA
9/8	Springfield, VA
9/24	Greensboro, NC
9/29	Columbus, OH
10/15	Sacramento, CA
10/16	Burlingame, CA

Planning and Implementing Restaurant Marketing Strategy

7/30-31	Washington, DC
9/9-10	Seattle, WA
10/7-8	Phoenix, AZ
10/21-22	Minneapolis, MN
11/17-18	St. Louis, MO

Wine and the Bottom Line

7/23	Newark, NJ
10/6	Denver, CO
11/3	Boston, MA
11/18	Rochester, NY
12/8	La Jolla, CA
12/10	Santa Barbara, CA

Team Work – Atlantic City

9/15	Dining Room Management
9/15	Foodservice Operators' Legal Workshop
9/15-16	Beverage Management
9/16	Kitchen Management
9/16	Employee Motivation: Management Techniques to Build Morale

Team Work – St. Louis

11/17	People-Power and Profits
11/17	Banquet Management
11/17-18	Planning and Implementing Restaurant Marketing Strategy
11/18	Food Cost Management
11/18	Kitchen Management

y Topic

BASIC FOODSERVICE

Dining Room Management

7/30	Wilmington, DE
8/19	Annapolis, MD
8/21	Lansing, MI
9/8	Houston, TX
9/10	Oklahoma City, OK
9/15	Atlantic City, NJ
10/9	Williamsburg, VA
10/15	Eugene, OR
10/20	Appleton, WI
10/27	Louisville, KY
11/17	Monterey, CA
11/19	Sacramento, CA

Dining Room Management: Sales and Service

8/20	Annapolis, MD
8/26	Lansing, MI
9/9	Houston, TX
10/21	Appleton, WI
11/18	Monterey, CA
11/20	Sacramento, CA
12/1	Toronto, Ontario, Canada

Kitchen Management

7/15	Tacoma, WA
7/17	Anchorage, AK
7/28	Springfield, MA
8/4	St. Paul, MN
8/6	Kansas City, MO
8/18	New Orleans, LA
8/25	Orlando, FL
9/9	San Diego, CA
9/11	Tucson, AZ
9/16	Atlantic City, NJ
9/24	Providence, RI
10/7	Toronto, Ontario, Canada
10/8	Winnipeg, Manitoba, Canada
10/21	Albuquerque, NM
11/18	St. Louis, MO
11/20	Columbus, OH

People-Power and Profits

9/8	Minneapolis, MN
9/30	Annapolis, MD
10/8	Portland, OR
10/16	Worcester, MA
11/17	St. Louis, MO

Tools for Training

7/22	Danbury, CT
7/24	Burlington, VT
8/11	Charlotte, NC
9/10	New Orleans, LA
10/6	Dallas, TX
11/10	Cincinnati, OH
11/12	Detroit, MI
12/9	Harrisburg, PA

FOOD PRODUCTION

Perfecting Your Culinary Skills

8/5	Columbus, OH
8/19	Manchester, NH
9/16	Grand Rapids, MI
10/16	Rochester, NY
10/28	Denver, CO
11/11	Wilmington, DE
12/9	Salt Lake City, UT

Simplified Baking Workshop

8/12	Pittsburg, PA
9/9	Chicago, IL
9/23	Denver, CO
10/7	Burlington, VT
11/11	Norfolk, VA

Soups and Sauces

8/11	Madison, WI
8/12	Omaha, NE
11/10	Concord, NH
11/11	Warwick, RI
12/8	Des Moines, IA
12/10	Cheyenne, WY

NATIONAL CONFERENCES

National Conference on Marketing Advertising and Promotions

8/17-20 Chicago, IL

Eleventh Annual California Wine Workshop

9/29-10/2 Monterey, CA

National Conference on Catering

11/16-19 New Orleans, LA

Independent Foodservice Operators National Conference

1/18-21/87 San Francisco, CA

National Conference on Computers in Foodservice

3/8-11/87 Dallas, TX

Seminars by State

ALABAMA

8/19	Food Cost Management	Montgomery

ALASKA

7/17	Kitchen Management	Anchorage

ARIZONA

9/11	Kitchen Management	Tucson
10/7-8	Planning and Implementing Restaurant Marketing Strategy	Phoenix

CALIFORNIA

7/21	Employee Motivation: Management Techniques to Build Morale	Newport Beach
8/5	Planning Successful Buffets	Anaheim
8/7	Banquet Management	San Francisco
9/9	Kitchen Management	San Diego
9/29-10/2	Eleventh Annual California Wine Workshop	Monterey
10/15	Stress and Foodservice	Sacramento
10/16	Stress and Foodservice	Burlingame
11/3	Food Cost Management	San Diego
11/17	Dining Room Management	Monterey
11/18	Dining Room Management: Sales and Service	Monterey
11/19	Dining Room Management	Sacramento
11/20	Dining Room Management: Sales and Service	Sacramento
12/8	Wine and the Bottom Line	La Jolla
12/10	Wine and the Bottom Line	Santa Barbara
1/18-21/87	Independent Foodservice Operator's National Conference	San Francisco

COLORADO

8/6-7	Real Estate and Restaurant Site Selection	Denver
9/23	Simplified Baking Workshop	Denver
10/6	Wine and the Bottom Line	Denver
10/28	Perfecting Your Culinary Skills	Denver
11/10-11	Restaurant Design and Facilities Planning	Denver

CONNECTICUT

7/22	Tools for Training	Danbury

DELAWARE

7/30	Dining Room Management	Wilmington
11/11	Perfecting Your Culinary Skills	Wilmington

DISTRICT OF COLUMBIA

7/30-31	Planning and Implementing Restaurant Marketing Strategy	Washington, DC
8/12-13	Beverage Management	Alexandria, VA
9/8	Stress and Foodservice	Springfield, VA
9/17-18	Restaurant Design and Facilities Planning	Vienna, VA
10/6-7	Operational Analysis	Washington, DC
10/27	Planning Successful Buffets	Bethesda, MD

FLORIDA

8/25	Kitchen Management	Orlando
10/9	Employee Motivation: Management Techniques to Build Morale	Ft. Lauderdale
11/5-6	Off-Premises Catering	West Palm Beach
12/2	Banquet Management	Tampa
12/4	Planning Successful Buffets	Jacksonville

GEORGIA

9/3	Planning Successful Buffets	Atlanta
10/7	Employee Motivation: Management Techniques to Build Morale	Atlanta
12/3	Women in Foodservice	Atlanta

ILLINOIS

7/21	Menus that Sell!	Chicago
8/17-20	National Conference on Marketing, Advertising and Promotions	Chicago
9/9	Simplified Baking Workshop	Chicago
12/3-4	Off-Premises Catering	Chicago

INDIANA

10/7	Banquet Management	Indianapolis
11/12-13	Operational Analysis	Indianapolis

IOWA

12/8	Soups and Sauces	Des Moines

KENTUCKY

7/14	Foodservice Operators' Legal Workshop	Louisville
9/16	Food Cost Management	Lexington
10/27	Dining Room Management	Louisville
11/18-19	Beverage Management	Louisville

LOUISIANA

8/18	Kitchen Management	New Orleans
9/10	Tools for Training	New Orleans
11/16-19	National Conference on Catering	New Orleans

MARYLAND

8/19	Dining Room Management	Annapolis
8/20	Dining Room Management: Sales and Service	Annapolis
9/9-10	Off-Premises Catering	Baltimore
9/30	People-Power and Profits	Annapolis
10/27	Planning Successful Buffets	Bethesda
11/3	Banquet Management	Baltimore

MASSACHUSETTS

7/28	Kitchen Management	Springfield
8/6	Stress and Foodservice	Boston
9/22	Women in Foodservice	Boston
10/14	Menus that Sell!	Cape Cod
10/16	People-Power and Profits	Worcester
11/3	Wine and the Bottom Line	Boston

MICHIGAN

8/4-5	Negotiating for, and Financing, Foodservice Facilities	Detroit
8/21	Dining Room Management	Lansing
8/26	Dining Room Management: Sales and Service	Lansing
9/16	Perfecting Your Culinary Skills	Grand Rapids
10/6	Banquet Management	Detroit
11/12	Tools for Training	Detroit

MINNESOTA

8/4	Kitchen Management	St. Paul
9/8	People-Power and Profits	Minneapolis
10/21-22	Planning and Implementing Restaurant Marketing Strategy	Minneapolis
11/10	Foodservice Operator's Legal Workshop	Minneapolis

MISSOURI

7/28-29	Operational Analysis	St. Louis
8/6	Kitchen Management	Kansas City
11/17	Banquet Management	St. Louis
11/17	People-Power and Profits	St. Louis
11/17-18	Planning and Implementing Restaurant Marketing Strategy	St. Louis
11/18	Kitchen Management	St. Louis
11/18	Food Cost Management	St. Louis

NEBRASKA

8/12	Soups and Sauces	Omaha

NEW HAMPSHIRE

8/19	Perfecting Your Culinary Skills	Manchester
11/10	Soups and Sauces	Concord

NEW JERSEY

7/23	Wine and the Bottom Line	Newark
8/12-13	Operational Analysis	Newark
9/15	Dining Room Management	Atlantic City
9/15	Foodservice Operators' Legal Workshop	Atlantic City
9/15-16	Beverage Management	Atlantic City
9/16	Employee Motivation: Management Techniques to Build Morale	Atlantic City
9/16	Kitchen Management	Atlantic City
11/5	Menus that Sell!	Newark

NEW MEXICO

10/21	Kitchen Management	Albuquerque

NEW YORK

7/15-16	Off-Premises Catering	Long Island
8/25-26	Negotiating for, and Financing, Foodservice Facilities	New York City
9/18	Food Cost Management	Westchester
10/8-9	Restaurant Design and Facilities Planning	New York City
10/16	Pefecting Your Culinary Skills	Rochester
11/18	Wine and the Bottom Line	Rochester

NORTH CAROLINA

8/11	Tools for Training	Charlotte
9/24	Stress and Foodservice	Greensboro
10/16-17	Negotiating for, and Financing, Foodservice Facilities.	Raleigh

OHIO

8/5	Perfecting Your Culinary Skills	Columbus
8/18	Planning Successful Buffets	Cincinnati
9/18	Employee Motivation: Management Techniques to Build Morale	Cincinnati
9/29	Stress and Foodservice	Columbus
10/28-29	Off-Premises Catering	Cleveland

11/10	Tools for Training	Cincinnati
11/20	Kitchen Management	Columbus

OKLAHOMA

9/10	Dining Room Management	Oklahoma City

OREGON

7/22	Women in Foodservice	Portland
10/8	People-Power and Profits	Portland
10/15	Dining Room Management	Eugene
11/12-13	Real Estate and Restaurant Site Selection	Portland

PENNSYLVANIA

8/5-6	Off-Premises Catering	Philadelphia
8/12	Simplified Baking Workshop	Pittsburgh
8/18	Women in Foodservice	Philadelphia
9/22	Menus that Sell!	Lancaster
10/28	Planning Successful Buffets	Philadelphia
12/9	Tools for Training	Harrisburg

RHODE ISLAND

9/24	Kitchen Management	Providence
11/11	Soups and Sauces	Warwick

SOUTH CAROLINA

9/9	Food Cost Management	Columbia

TENNESSEE

9/8-9	Real Estate and Restaurant Site Selection	Nashville
9/29	Banquet Management	Knoxville
11/17	Foodservice Operators' Legal Workshop	Nashville

TEXAS

7/29-30	Beverage Management	Austin
9/8	Dining Room Management	Houston
9/9	Dining Room Management: Sales and Service	Houston
10/6	Tools for Training	Dallas
11/10	Employee Motivation: Management Techniques to Build Morale	Ft. Worth
12/2	Food Cost Management	Austin
3/8-11/87	National Conference on Computers in Foodservice	Dallas

UTAH

12/9	Perfecting Your Culinary Skills	Salt Lake City

VERMONT

7/24	Tools for Training	Burlington
10/7	Simplified Baking Workshop	Burlington

VIRGINIA

8/12-13	Beverage Management	Alexandria
9/8	Stress and Foodservice	Springfield
9/17-18	Restaurant Design and Facilities Planning	Vienna
10/9	Dining Room Management	Williamsburg
10/14	Foodservice Operators' Legal Workshop	Richmond
11/11	Simplified Baking Workshop	Norfolk

WASHINGTON

7/15	Kitchen Management	Tacoma
8/5	Food Cost Management	Tacoma
9/9-10	Planning and Implementing Restaurant Marketing Strategy	Seattle
11/5-6	Beverage Management	Seattle

WEST VIRGINIA

8/12	Menus that Sell!	Charleston

WISCONSIN

8/11	Soups and Sauces	Madison
9/23-24	Beverage Management	Milwaukee
10/14-15	Real Estate and Restaurant Site Selection	Milwaukee
10/20	Dining Room Management	Appleton
10/21	Dining Room Management: Sales and Service	Appleton
11/5-6	Negotiating for, and Financing, Foodservice Facilities	Madison

WYOMING

12/10	Soups and Sauces	Cheyenne

CANADA

9/15	Banquet Management	Toronto, Ontario
10/7	Kitchen Management	Toronto, Ontario
10/8	Kitchen Management	Winnipeg, Manitoba
12/1	Dining Room Management: Sales and Service	Toronto, Ontario

Seminars by Date

JULY

7/14	Foodservice Operators' Legal Workshop	Louisville, KY
7/15-16	Off-Premises Catering	Long Island, NY
7/15	Kitchen Management	Tacoma, WA
7/17	Kitchen Management	Anchorage, AK
7/21	Menus that Sell!	Chicago, IL
7/21	Employee Motivation: Management Techniques to Build Morale	Newport Beach, CA
7/22	Women in Foodservice	Portland, OR
7/22	Tools for Training	Danbury, CT
7/23	Wine and the Bottom Line	Newark, NJ
7/24	Tools for Training	Burlington, VT
7/28-29	Operational Analysis	St. Louis, MO
7/28	Kitchen Management	Springfield, MA
7/29-30	Beverage Management	Austin, TX
7/30-31	Planning and Implementing Restaurant Marketing Strategy	Washington, DC
7/30	Dining Room Management	Wilmington, DE

AUGUST

8/4	Kitchen Management	St. Paul, MN
8/4-5	Negotiating for, and Financing, Foodservice Facilities	Detroit, MI
8/5-6	Off-Premises Catering	Philadelphia, PA
8/5	Perfecting Your Culinary Skills	Columbus, OH
8/5	Food Cost Management	Tacoma, WA
8/5	Planning Successful Buffets	Anaheim, CA
8/6	Stress and Foodservice	Boston, MA
8/6	Kitchen Management	Kansas City, MO
8/6-7	Real Estate and Restaurant Site Selection	Denver, CO
8/7	Banquet Management	San Francisco, CA
8/11	Soups and Sauces	Madison, WI
8/11	Tools for Training	Charlotte, NC
8/12-13	Beverage Management	Alexandria, VA
8/12	Simplified Baking Workshop	Pittsburgh, PA
8/12	Menus that Sell!	Charleston, WV
8/12-13	Operational Analysis	Newark, NJ
8/12	Soups and Sauces	Omaha, NE
8/17-20	National Conference on Marketing, Advertising and Promotions	Chicago, IL
8/18	Women in Foodservice	Philadelphia, PA
8/18	Planning Successful Buffets	Cincinnati, OH
8/18	Kitchen Management	New Orleans, LA
8/19	Food Cost Management	Montgomery, AL
8/19	Perfecting Your Culinary Skills	Manchester, NH
8/19	Dining Room Management	Annapolis, MD
8/20	Dining Room Management: Sales and Service	Annapolis, MD
8/21	Dining Room Management	Lansing, MI
8/25	Kitchen Management	Orlando, FL
8/25-26	Negotiating for, and Financing, Foodservice Facilities	New York, NY
8/26	Dining Room Management: Sales and Service	Lansing, MI

SEPTEMBER

9/3	Planning Successful Buffets	Atlanta, GA
9/8	Stress and Foodservice	Springfield, VA
9/8	People-Power and Profits	Minneapolis, MN
9/8-9	Real Estate and Restaurant Site Selection	Nashville, TN
9/8	Dining Room Management	Houston, TX
9/9	Dining Room Management: Sales and Service	Houston, TX
9/9	Food Cost Management	Columbia, SC
9/9	Kitchen Management	San Diego, CA
9/9	Simplified Baking Workshop	Chicago, IL
9/9-10	Planning and Implementing Restaurant Marketing Strategy	Seattle, WA
9/9-10	Off-Premises Catering	Baltimore, MD
9/10	Tools for Training	New Orleans, LA
9/10	Dining Room Management	Oklahoma City, OK
9/11	Kitchen Management	Tucson, AZ
9/15	Dining Room Management	Atlantic City, NJ
9/15	Foodservice Operators' Legal Workshop	Atlantic City, NJ
9/15	Banquet Management	Toronto, Ontario, Canada
9/15-16	Beverage Management	Atlantic City, NJ
9/16	Food Cost Management	Lexington, KY
9/16	Kitchen Management	Atlantic City, NJ
9/16	Employee Motivation: Management Techniques to Build Morale	Atlantic City, NJ
9/16	Perfecting Your Culinary Skills	Grand Rapids, MI
9/17-18	Restaurant Design and Facilities Planning	Vienna, VA
9/18	Food Cost Management	Westchester, NY
9/18	Employee Motivation: Management Techniques to Build Morale	Cincinnati, OH
9/22	Menus that Sell!	Lancaster, PA
9/22	Women in Foodservice	Boston, MA
9/23-24	Beverage Management	Milwaukee, WI
9/23	Simplified Baking Workshop	Denver, CO
9/24	Stress and Foodservice	Greensboro, NC
9/24	Kitchen Management	Providence, RI
9/29	Banquet Management	Knoxville, TN
9/29	Stress and Foodservice	Columbus, OH
9/29-10/2	Eleventh Annual California Wine Workshop	Monterey, CA
9/30	People-Power and Profits	Annapolis, MD

OCTOBER

10/6-7	Operational Analysis	Washington, DC
10/6	Tools for Training	Dallas, TX
10/6	Wine and the Bottom Line	Denver, CO
10/6	Banquet Management	Detroit, MI
10/7	Employee Motivation: Management Techniques to Build Morale	Atlanta, GA
10/7	Simplified Baking Workshop	Burlington, VT
10/7	Banquet Management	Indianapolis, IN
10/7	Kitchen Management	Toronto, Ontario, Canada
10/7-8	Planning and Implementing Restaurant Marketing Strategy	Phoenix, AZ
10/8	People-Power and Profits	Portland, OR
10/8-9	Restaurant Design and Facilities Planning	New York, NY
10/8	Kitchen Management	Winnipeg, Manitoba, Canada
10/9	Employee Motivation: Management Techniques to Build Morale	Ft. Lauderdale, FL
10/9	Dining Room Management	Williamsburg, VA
10/14	Foodservice Operators' Legal Workshop	Richmond, VA
10/14	Menus that Sell!	Cape Cod, MA
10/14-15	Real Estate and Restaurant Site Selection	Milwaukee, WI
10/15	Stress and Foodservice	Sacramento, CA
10/15	Dining Room Management	Eugene, OR
10/16-17	Negotiating for, and Financing, Foodservice Facilities	Raleigh, NC
10/16	Stress and Foodservice	Burlingame, CA
10/16	Perfecting Your Culinary Skills	Rochester, NY
10/16	People-Power and Profits	Worcester, MA
10/20	Dining Room Management	Appleton, WI
10/21	Dining Room Management: Sales and Service	Appleton, WI
10/21-22	Planning and Implementing Restaurant Marketing Strategy	Minneapolis, MN
10/21	Kitchen Management	Albuquerque, NM
10/27	Planning Successful Buffets	Bethesda, MD
10/27	Dining Room Management	Louisville, KY
10/28	Planning Successful Buffets	Philadelphia, PA

10/28-29	Off-Premises Catering	Cleveland, OH
10/28	Perfecting Your Culinary Skills	Denver, CO

NOVEMBER

11/3	Food Cost Management	San Diego, CA
11/3	Wine and the Bottom Line	Boston, MA
11/3	Banquet Management	Baltimore, MD
11/5-6	Beverage Management	Seattle, WA
11/5	Menus that Sell!	Newark, NJ
11/5-6	Negotiating for, and Financing, Foodservice Facilities	Madison, WI
11/5-6	Off-Premises Catering	West Palm Beach, FL
11/10	Foodservice Operators' Legal Workshop	Minneapolis, MN
11/10	Employee Motivation: Management Techniques to Build Morale	Ft. Worth, TX
11/10-11	Restaurant Design and Facilities Planning	Denver, CO
11/10	Tools for Training	Cincinnati, OH
11/10	Soups and Sauces	Concord, NH
11/11	Simplified Baking Workshop	Norfolk, VA
11/11	Perfecting Your Culinary Skills	Wilmington, DE
11/11	Soups and Sauces	Warwick, RI
11/12-13	Real Estate and Restaurant Site Selection	Portland, OR
11/12-13	Operational Analysis	Indianapolis, IN
11/12	Tools for Training	Detroit, MI
11/16-19	National Conference on Catering	New Orleans, LA
11/17	Foodservice Operators' Legal Workshop	Nashville, TN
11/17-18	Planning and Implementing Restaurant Marketing Strategy	St. Louis, MO
11/17	Banquet Management	St. Louis, MO
11/17	People-Power and Profits	St. Louis, MO
11/17	Dining Room Management	Monterey, CA
11/18-19	Beverage Management	Louisville, KY
11/18	Food Cost Management	St. Louis, MO
11/18	Kitchen Management	St. Louis, MO
11/18	Dining Room Management: Sales and Service	Monterey, CA
11/18	Wine and the Bottom Line	Rochester, NY
11/19	Dining Room Management	Sacramento, CA
11/20	Kitchen Management	Columbus, OH
11/20	Dining Room Management: Sales and Service	Sacramento, CA

DECEMBER

12/1	Dining Room Management: Sales and Service	Toronto, Ontario Canada
12/2	Banquet Management	Tampa, FL
12/2	Food Cost Management	Austin, TX
12/3	Women in Foodservice	Atlanta, GA
12/3-4	Off-Premises Catering	Chicago, IL
12/4	Planning Successful Buffets	Jacksonville, FL
12/8	Wine and the Bottom Line	La Jolla, CA
12/8	Soups and Sauces	Des Moines, IA
12/9	Tools for Training	Harrisburg, PA
12/9	Perfecting Your Culinary Skills	Salt Lake City, UT
12/10	Wine and the Bottom Line	Santa Barbara, CA
12/10	Soups and Sauces	Cheyenne, WY

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Two-day seminars		
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Continuing education credit—The International Food Service Executives Association (IFSEA), the Dietary Managers Association (DMA), and the American Culinary Federation (ACF) have approved NRA's courses for continuing education credit.

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If a picture is worth a thousand words, then each of NRA's training videos is worth an entire shelf of books. NRA's Video Training provides staff-training, immediate employee orientation, basic skills training, consistent training in high turnover jobs, and retraining as necessary. Now available is the Wait Staff Training Series. Specific topics are Suggestive Selling, Teamwork and Service (2 tapes). For more information about Video Training, contact Caren Brinker in the Education Programs Department at (800) 424-5156 or (202) 638-6100.

One of the major advantages that I had in entering the catering field was that the Hermitage Hotel had an established reputation. I didn't have to prove myself. People already knew that the Hermitage produced stunning foods and provided a very high level of service.

My first client . . .

My first client was a real estate acquisitions company. Every year this Nashville company sponsored a dinner at the Hermitage Hotel for staff members who had acquired or sold a million dollars worth of real estate over the past year. In working with the meeting planner on this dinner, I discovered that the company was also sponsoring a gala for staff at its building.

When asked who was going to cater that event, the planner said she had not really nailed it down. I told her I could set up all the food functions. I mentioned the things the Hermitage could provide for her that a free-standing catering operation possibly could not: silver candlelabras, china, silver-plated silverware and linen as well as our distinctive food. She accepted. This was a very easy way for me to jump into catering because the client's offices were only one street over from the Hermitage.

The staff was very supportive of the new catering offshoot. They loved working at the Hermitage, but they were not making as much money as they would have liked because the facility was too small. So they were very glad to expand to off-premises catering. Because there was a great deal of work, I was willing to pay them a dollar more per hour. The gratuity structure was much higher for off premises as well, and we built that into all our contracts.

Although corporate functions are usually more lucrative and logistically easier to plan—many corporate headquarters have kitchens, ice machines, etc.—social events can be profitable, too.

Newspapers can provide leads . . .

Newspapers can provide valuable leads for social events. That's where I found a terrific one. During country music award week, the BMI music publishing rights company throws a big party for all of its songwriters. It is a very big function with 800 to 1200 people attending and a budget of $300,000 or more.

In a newspaper article published after the party in 1984, the senior vice president mentioned that the event had outgrown the space it had in a parking lot. She said she did not know where the event was going to be held next year. I decided to solve that problem for her. I wrote a letter.

I started out by congratulating her on yet another successful awards banquet. Then I offered my services and suggested that she consider holding the event in Legislative Plaza, located directly across from the Hermitage Hotel. Home for the state capitol of Tennessee and its legislative offices, the plaza offers almost unlimited seating potential. It is also beautiful—all marble and granite. I knew that with the type of tents she had been using—ones with vinyl tops—the capitol and the legislative offices would provide a stunning backdrop. So I suggested that the tents be used again.

I also mentioned that the parking facility beneath the plaza could park up to 400 cars and that another lot close by could be leased for additional space.

I knew that the first question that would come to her mind was the safety of her guests. Even though the Hermitage is in a nice area of downtown, two streets over the neighborhood changes; and it's a little rough. So I wanted her to know that I could solve that problem also. I told her that the area is always well secured because it is the gathering place for state officials. I then offered her the hotel for overnight guests and costume changes and suggested that we construct an awning connecting Legislative Plaza to the Union Street entrance of the hotel to be used by guests attending the function. I told her that this walkway could also be secured by uniformed officers.

Finally I got to catering. Hermitage Hotel at this particular time was not a major force in the off-premises catering business in Nashville. But it wanted to be, and I knew that I could make it a major force by landing functions like this one that would generate a tremendous amount of PR. So I announced in the letter that the Hermitage Hotel would also like to handle the catering. I told her about our four-star rating and our track record.

Any other caterer could have done that. But I thought of it, I jumped on it and I got it.

Don't forget openings . . .

New buildings all have openings—another great opportunity for hotel catering. Here, too, hotels can transplant their image and their reputation. As a building reached completion, I would write a letter to the builder and offer my services to plan an opening affair.

I talked about the image the Hermitage Hotel could provide—from white gloved waiters and exquisite four-star food presentations to silver candlelabras. Then I would conclude: "With all the other details you will be attending to during this busy time, I would like to offer the expertise of the Hermitage Hotel to plan your grand opening affair. From setup to cleanup, we will arrange every detail in the style that has earned us our reputation as Nashville's finest hotel and restaurant. I will contact you approximately one month prior to the opening to discuss a grand opening that all of Nasville will be talking about."

That was a very successful sales letter. It said it all. Well, the builders loved it. Many said, "I can't tell you how many times I lay awake at night wondering how I am going to do this. I know nothing about foodservice. I never used a caterer or worked with a caterer." They were very happy to get my letter.

For one affair the entire downtown corporate community was invited to the party. That was tremendous exposure for the Hermitage Hotel. You can be sure every table had a little sign on it that said, "Exclusively catered by the Hermitage Hotel." It really opened a lot of doors for us. ❑

NRA instructor Mark Snyder is President of Concepts in Excellence, a hospitality consulting company in Antioch, TN.

KITCHENS
OUT IN THE OPEN

by Kathy Boyle

Restaurants are opening their kitchens to diners as never before–and customers and staff are loving it.

At El Rio Grande, a lively Tex-Mex restaurant in New York City (172 seats), customers can experience Texas, Mexico and an open kitchen all in one evening. Assisted by friendly border crossers, diners travel between the restaurant's two dining areas—Texas in the North and Mexico in the South—by crossing a "river border" painted down the middle of the kitchen. "When they enter the kitchen from Mexico, chefs and cooks greet them with a hearty 'Hola,' but once they step over the border, it's 'Howdy,'" explains Valerie Geisler, assistant to owners Joyce Steins and Bob Farley. Carrying through on the theme are representative murals painted on both sides of the kitchen and even an old-fashioned signpost showing distances to cities in Mexico and Texas. "Customers love it," says Geisler. "It's a real experience."

Good for business . . .

Although El Rio Grande has given the open kitchen concept an ingenious twist, operators from coast to coast find that cooking on display has increased customer involvement and boosted sales. "The first thing return customers do is drag their friends over to see the kitchen," observes Eileen Weinberg of Carolina in New York, NY, (100 seats), known for its Southern-style cooking. The kitchen is located behind glass in the passageway to the dining room, and it features smoker cooking, wood grills and a spit over an open fire.

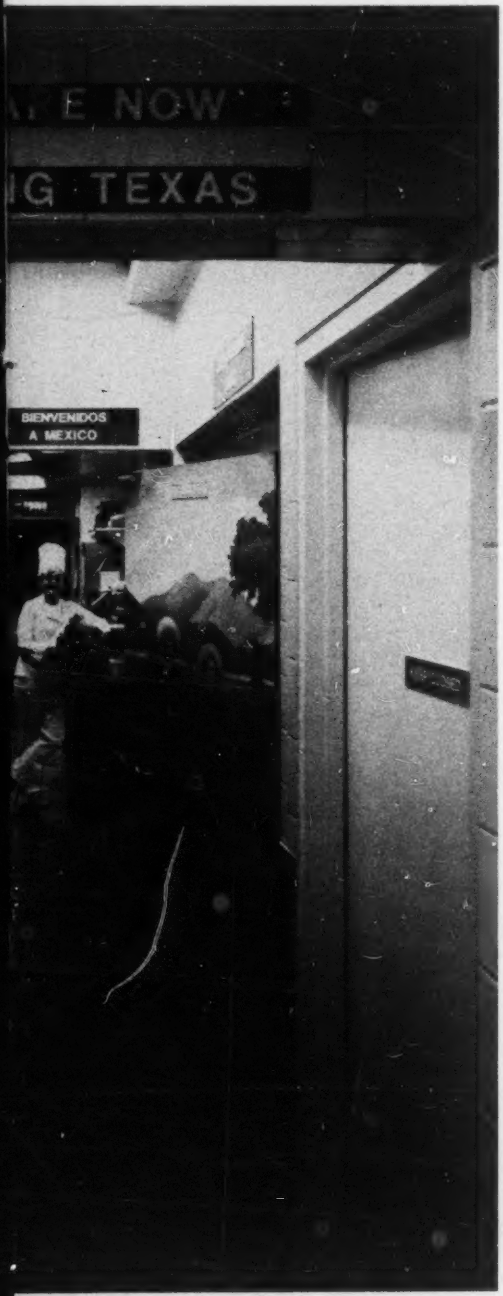
Customers sit in the kitchen at Chianti Cucina.

YOU A
LEAVIN

The kitchen provides a border crossing at El Rio Grande.

At Jillian's Rotisserie in Charlotte, NC, (165 seats) the kitchen is the restaurant's center stage, deliberately planned to create excitement. It is decorated with gleaming white and green tiles and polished brass to draw attention to its rotisseries and brightly flaming mesquite grills. In the adjacent dining area a pianist sets the chef's moves to music.

Even more intimate is the kitchen and informal Italian trattoria Chianti Cucina (Los Angeles, CA). Fifty customers actually sit in the kitchen area which serves not only the Cucina but also its upscale counterpart, Chianti's. Typical of open kitchen restaurants, Chianti Cucina has a lively, informal atmosphere. "It is a happy place, with lots of lighting and lots of noise," explains manager Lino Chini.



Restaurateurs are discovering that the open kitchen setting is attractive to all types of customers—from food fans who love being in on the action, to singles who have something to watch while they are waiting, to families who enjoy the bustle. At the Mad Italian in Atlanta, GA, (five locations; 110 seats each) famous for its high quality sandwiches, many regular lunchtime customers return at night with their families. "The same relaxed feeling the open kitchen creates in the daytime makes for a good family spot at night," notes manager Richard Brown.

Customers are drawn to open kitchens because they enjoy watching chefs at work, but the new arrangement does more than provide a sense of theater. The open kitchen provides instant credibility. It assures diners that the food they are eating is fresh and meticulously prepared. It also speeds up order taking because customers can see what is on the menu. Sometimes seeing chickens on the grill or watching pizza go into an oven can persuade a customer to try a dish.

Good for staff . . .

The staff enjoys the new open kitchen arrangement, too, because it bridges the gap between the dining room and the kitchen. "After spending three years cooking in the basement, I wanted to see daylight," remembers Joyce Goldstein, chef and co-owner of Square One in San Francisco, CA. Today, Goldstein not only has a view of a park but sees her customers as well. "Some restaurants are known for their decor, some for their atmosphere. Here, we are food maniacs and love to share our recipes and the fresh food. Letting the cooks see their customers gives them immediate feedback and creates an energy in the room that is exciting."

Putting kitchen employees in touch with customers is good for staff morale. It brings a lot more recognition. At Chianti Cucina, the chefs interact with the customer, sharing recipes and cooking pointers. At El Rio Grande, kitchen staff can be heard shouting, "Watch out for the cattle," even in the busiest times. "The whole kitchen ceremony gives an extra spirit to the kitchen staff, who in most restaurants never get out to see customers," notes Geisler of El Rio Grande.

Working in a fishbowl may take some getting used to, of course, but Weinberg of Carolina notes that it does not take long before the staff forgets they can be seen. Other operators do note that they have adjusted their hiring techniques to select employees for the grill who have the grace, presence and personal cleanliness required for display cooking.

Some adjustments necessary . . .

One of the riskier aspects of operating an open kitchen is that everything is in plain view: skills as well as spills, mistakes and frustrations. Although they can't function in the same way they would if they were behind the scenes, operators with display kitchens are nonplussed by the change. "We have nothing to hide," says Goldstein of Square One, typical of most operators. "All day long we scrub down. We work with every kind of shellfish and food right in front of the customer."

In fact, some operators note, the open setup helps keep work stations very tidy. "I would say we have the cleanest kitchen in New York," boasts El Rio Grande's Geisler. She is not alone. Weinberg of Carolina, just a few miles away, makes the same claim.

Nonetheless, some operators prefer to save some of the messier tasks for behind the scenes. "We keep the showier part out front," says Brown of the Mad Italian, "but sauce making and tasks that create a lot of heat are reserved for the back kitchen."

At Fedora's, Gilbert/Robinson's (Kansas City, KS) European cafe-style restaurant, a back kitchen is used for soups, stocks and sauces, but everything else is prepared out front—including pizza baking, grilling, sauteing, pasta-making and cooking on rotisseries as well as preparing salads and ice cream.

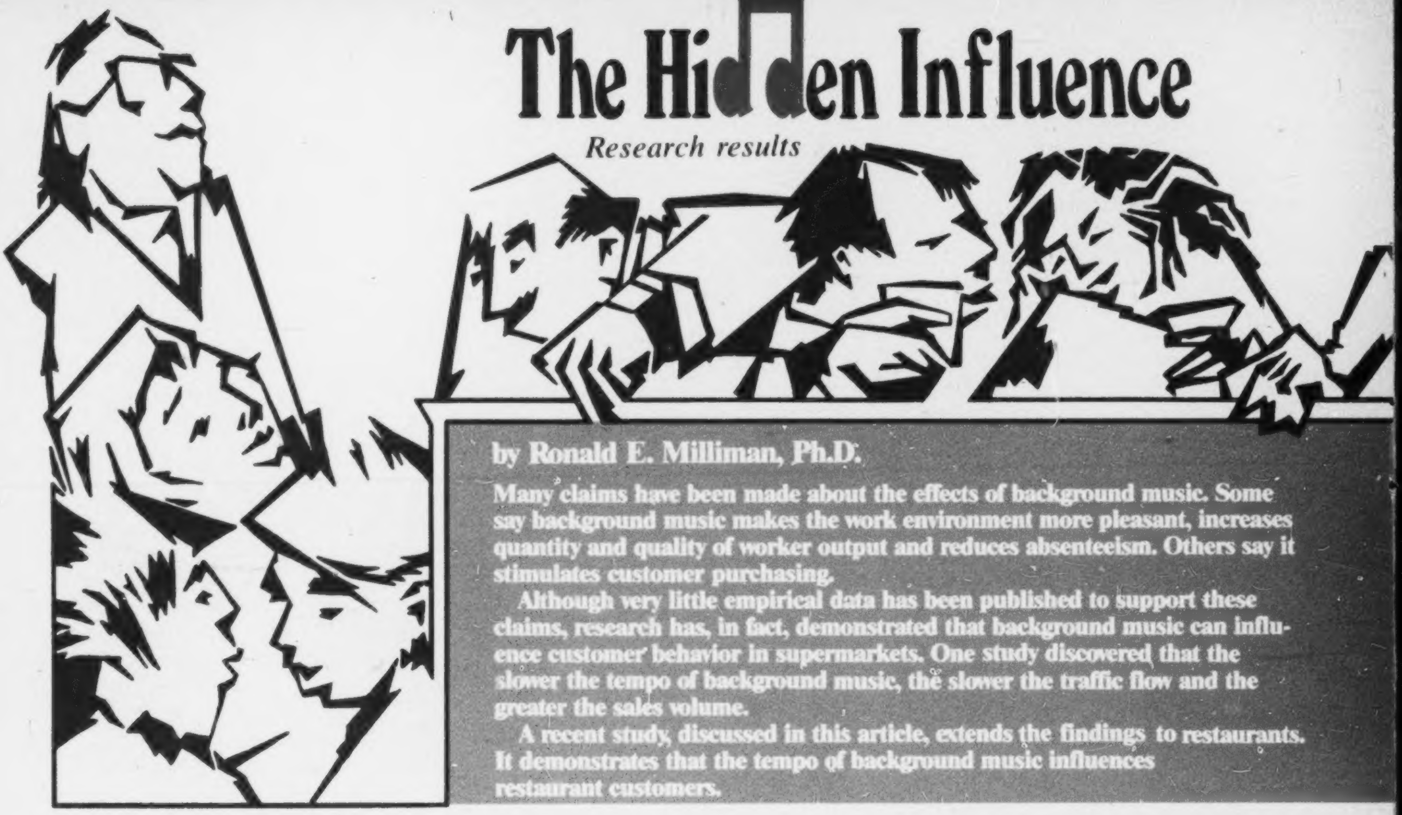
Such activity does require good ventilation. "We spent a great deal buying a sophisticated exhaust system," recalls Weinberg of Carolina.

In sum . . . .

But despite the expense and adjustments, open kitchens continue to be popular with both customers and staff. ❑

The Hidden Influence

Research results



by Ronald E. Milliman, Ph.D.

Many claims have been made about the effects of background music. Some say background music makes the work environment more pleasant, increases quantity and quality of worker output and reduces absenteeism. Others say it stimulates customer purchasing.

Although very little empirical data has been published to support these claims, research has, in fact, demonstrated that background music can influence customer behavior in supermarkets. One study discovered that the slower the tempo of background music, the slower the traffic flow and the greater the sales volume.

A recent study, discussed in this article, extends the findings to restaurants. It demonstrates that the tempo of background music influences restaurant customers.

The owner-manager of a medium-sized, upscale restaurant sponsored an experiment to investigate the effect background music has on his customers, primarily middle-aged people in upper-middle income brackets. Although the restaurant is busy every evening, on Friday and Saturday nights it is packed beyond capacity. Customers are required to wait from 30 minutes to more than an hour before being seated.

Research design . . .

The study was structured to investigate the effects of two independent variables—slow tempo background music and fast tempo background music—upon the behavior of restaurant customers.

The data was collected on 16 Friday and Saturday nights when the restaurant was filled to capacity. All exogenous factors that might have affected the results of the study were kept as constant as possible (such as atmospheric conditions, employee assignments, etc.). As a further precaution, only the restaurant's management knew of the research project, thereby minimizing "observer intervention bias."

Independent variables defined . . .

A pre-test demonstrated that definitions of slow tempo and fast tempo are highly related to the listener's age and other demographic characteristics. Prior to the beginning of the experiment, 227 randomly chosen diners were surveyed in an attempt to define these tempos. Several instrumental pieces with different tempos were played during Friday and Saturday evenings. The subjects were asked, "Do you consider the music that is playing to be slow tempo, fast tempo or in between slow and fast tempo music?"

The response showed that restaurant patrons perceived slow tempo music as having 72 or fewer beats-per-minute (BPM). Similarly, fast tempo music was perceived as having 92 or more BPM. The "in between slow and fast tempo" category was used only to help isolate and refine the definitions of the independent variables.

To gain greater control over the music variables, only instrumental selections were used, sidestepping such issues as the popularity of female versus male vocalists or the familiarity of well-known or popular artists versus lesser-known or less popular ones. The music selected accentuated the rhythm for easy recognition. Further, the music was maintained at a constant level throughout the 16-day study period and was clearly audible from all parts of the restaurant.

Research hypotheses . . .

Slow tempo and fast tempo background music variables were studied to observe the effect the music played would have on

- the number of individuals or groups who left the restaurant before being seated
- the amount of time used by restaurant employees to take, prepare and serve customers' orders
- the amount of time taken by customers to finish their meals and relinquish their tables after they were served
- the dollar amount of food purchased per itemized statement
- the dollar amount of bar purchases per itemized statement
- the estimated gross margin (gross sales minus food and beverage cost) of the restaurant for the 16-day period.

Findings . . .

1. The tempo of the background music clearly affected the patrons'

Dr. Ronald E. Milliman is an associate professor at the College of Business Administration, Western Kentucky University in Bowling Green, KY.

dining speed. Customers eating while the slow tempo music was playing took more time to complete their dinners and leave than did those eating with fast music: 56 minutes compared with 45 minutes.

2. Music tempo clearly influenced waiting time. While the slow tempo music was played, the average waiting time to be seated per group was 47 minutes, compared to a waiting time of 34 minutes while fast tempo background music was played. The difference of 13 minutes is significant and is a result of patrons dining more quickly while listening to fast tempo music.

3. The tempo of the background music had no effect upon the decision to wait for a table. During the experiment, 854 customer groups entered the restaurant while the slow tempo music was playing; 764 of these groups stayed while 90 left before being seated. A total of 714 groups entered the restaurant while music with a fast tempo was playing. Of these, 628 stayed while 86 left before being seated. No important difference was found between the proportions of these groups.

4. The tempo of the background music did not significantly affect the speed with which customers, orders were handled by employees. Once customers were seated, it took an average of 29 minutes for patrons to be served while slow background music was being played, compared to 27 minutes with fast background music. The difference of two minutes proved insignificant.

5. The tempo had no measurable effect on the dollar amount of food ordered. According to itemized statements, the average dollar amount spent on food per customer group while slow tempo background music was playing was $55.81 compared with an average of $55.21 while fast tempo background music played. This difference is virtually insignificant.

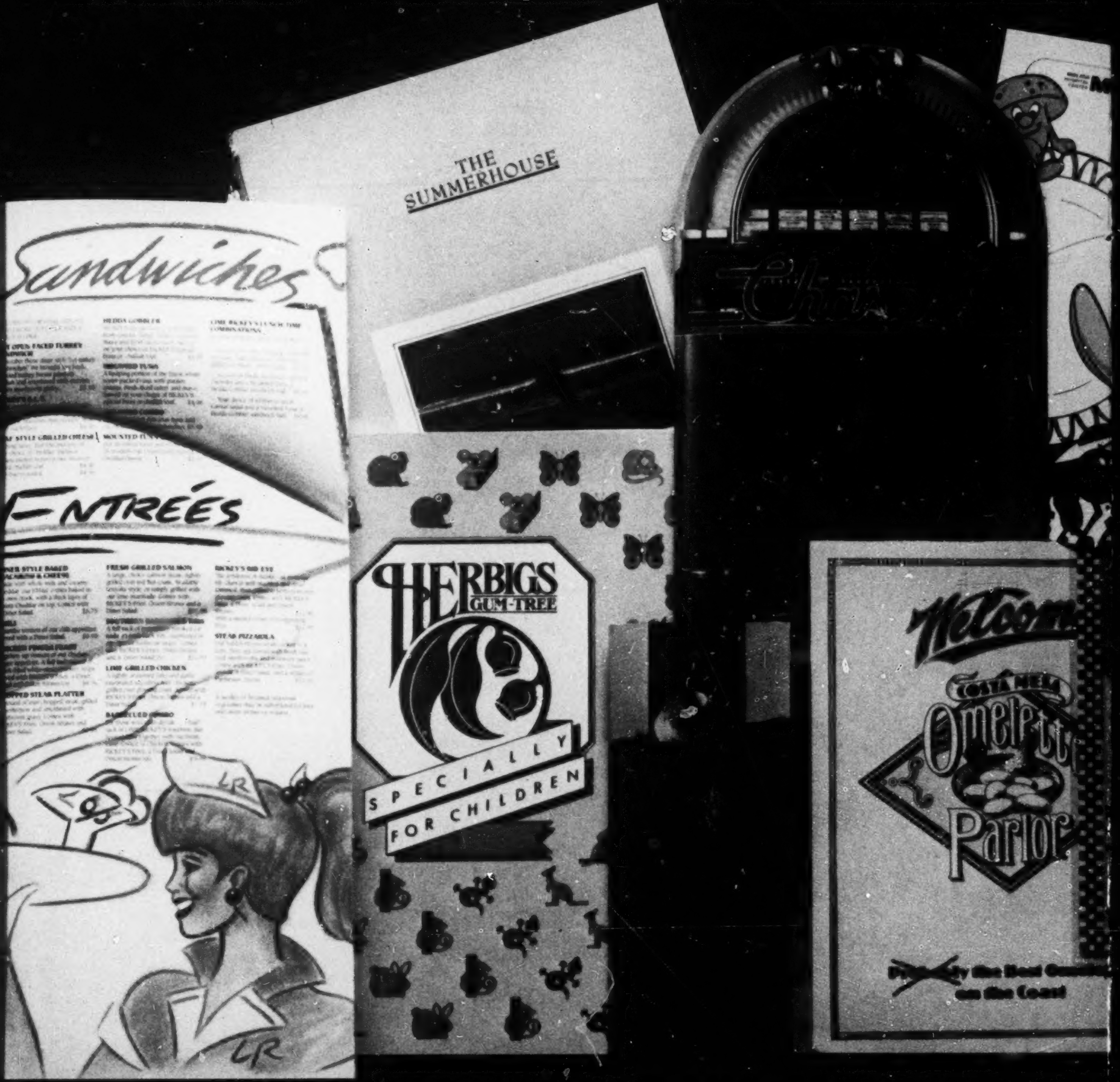
6. The music tempo affected bar sales. While slow tempo music was playing, bar charges per customer group totaled $30.47, compared with $21.62 under fast tempo conditions. This difference is significant. The slow tempo background music encouraged customers to drink an average of 3.04 drinks more per customer group.

7. The music tempo influenced estimated gross margins. The gross sales for both food and bar items were recorded for each type of music background, and estimated gross margins were calculated. Management figured its food cost as a percentage of sales at 42 percent and its beverage cost at 23 percent. Using these figures, the estimated average gross margin per itemized statement was $55.82 while slow tempo background music played and $48.62 while fast tempo background music played. The difference of $7.21 per itemized statement or customer group is significant. The estimated total gross margin from groups receiving both treatments was $73,184.48. Hence, if the 628 customer groups who had dined with fast tempo music had instead listened to slow tempo music, the total gross margin would have approximated $77,715.36, or a $4,527.88 increase.

It is important to note that while fast tempo music played customers took significantly less time to finish their dinners, thus increasing table turnover and decreasing waiting time before being seated. In this specific situation, it worked in the management's favor to slow customers down. However, during a lunch-hour rush period, the appropriate emphasis would be upon speed and table turnover. In that case, fast tempo background music might be more appropriate and might have more bearing on gross margins. Therefore, it is important to carefully match the type of background music to the dominant objectives of the business. Failure to do so may produce results that are counterproductive to management's objectives. ☐

A look at the grand prize winners in NRA's 23rd Annual Great Menu Contest

WHAT MAKES A GREAT



THE SUMMERHOUSE
Sandwiches
Entrées
HERBIGS GUM-TREE
SPECIALLY FOR CHILDREN
Welcome
COSTA MESA
Omelette Parlor

Award-winning menus in NRA's 23rd Annual Great Menu Contest: (clockwise, from far left) Lime Rickey's Restaurants, LTD, Concord, Ontario, Canada, Third Grand Prize: Summerhouse - Hilton International Sydney Airport, Arncliffe, Australia, Check Average over $10: Chaser's Restaurant, Syracuse, NY, Most Imaginative; Midland Hospital Center, Midland, MI, Institutional Foodservice; El Torito Inc., Irvine, CA, Second Grand Prize: Mardeck LTD—munchies menu, Rockville, MD, Merchandising Power; Mamma Ilardo's, Baltimore, MD, First Grand Prize: Costa Mesa—The Omelette Parlor Grand American Fare, Santa Monica, CA, Check Average under $5; Portland Marriott Hotel, Portland, OR, Banquet Catering; and Herbig's Gum Tree, Hilton International Adelaide, Adelaide, S. Australia, Specialty Menu.

MENU GREAT?

JUST KID STUFF
POLAR RELIEF KIT
NEW & IMPROVED
MUNCHIES
NACHOS LOCOS
$2.25
MUCHOS LOCOS
$4.25
IDA SKINS
Shrimpies
SIDES

by Anne Papa

Baltimore, MD-based Mamma Ilardo's Corporation is first grand prize winner in NRA's 23rd Annual Great Menu Contest. Second grand prize honors went to El Torito Restaurants of Irvine, CA, and Lime Rickey's Restaurants Ltd. of Concord, Ontario, Canada, won third grand prize.

Almost 600 menus from around the world were entered in this year's contest. Each menu was evaluated by a team of judges (see sidebar) in terms of imagination, design and merchandising power, and winners were selected in each of nine categories: average per person check under $5; between $5–10; more than $10; specialty; banquet/catering; institutional foodservice; most imaginative; best design and greatest merchandising power. The best overall winners from these categories were then selected as grand prize winners.

Here is a look at the three winning menus, the restaurants they represent and the impressions they made on the judging panel.

Menu Contest Judges

The judges in the 23rd Annual Great Menu Contest were

- **Michael Bartlett,** editor, *Restaurants & Institutions*, Des Plaines, IL;
- **Norma Gray,** senior associate, MDR Associates, Fairfax, VA;
- **Jack Miller,** chairman, Hospitality Restaurant Management and Tourism, St. Louis Community College, St. Louis, MO;
- **Judi Radice,** Author, *Menu Design*, San Francisco, CA;
- **Gregg Rapp,** owner, Menu Workshop, Seattle, WA;
- **Linda Richardson,** publisher, *Dining Magazine*, Chicago, IL;
- **Lawrence T. Ryan,** C.M.C., department head for culinary education, Culinary Institute of America, Hyde Park, NY; and
- **Shelley Williams,** senior art director, *Tables Magazine*, Knoxville, TN.

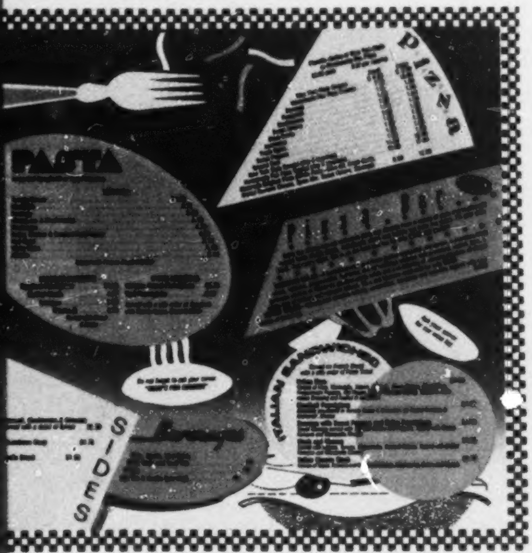
FIRST GRAND PRIZE WINNER

Mamma Ilardo's

Although Mamma Ilardo's Corporation operates eight Mamma Ilardo's units throughout the Baltimore, MD-Washington, DC area, the prize winning menu is used exclusively at the company's only sit-down restaurant, a 140-seat unit in Washington that opened last November. In fact, according to owner Rosario Ilardo, the design of the menu inspired the design of the restaurant.

"We were in the process of developing the restaurant concept when I first met with the menu designers," Ilardo explains. "I gave them free reign, only stipulating that I wanted something totally different."

Something different is what he got. Mamma Ilardo's menu is a square sheet made of transparent acetate. Within the menu's checkerboard border are a variety of celadon green, salmon and gray geometric shapes—circles and triangles, ovals and rectangles. Because the menu is see-through, the shapes give the impression of being suspended in mid air.



But the most engaging quality about Mamma Ilardo's menu is the relationship between design and content. At first glance, the menu's geometric shapes appear to be randomly placed. But closer inspection reveals that each shape represents the menu item it is listing; therefore, pizza selections are listed inside a "pizza wedge" triangle while pasta dishes are listed on a platter-shaped oval that is connected to a fork by several "pasta" strands. A long, rectangular shape contains a description of the pizza bar, and side orders are listed—where else?—in a shape that juts out from the side of the menu.

Ilardo was so impressed with his new menu that he decided to integrate its design into the overall design of the restaurant. Foregoing the traditional red-and-white-checked-tablecloth look of the typical Italian trattoria, Mamma Ilardo's instead emphasizes the color scheme and geometric shapes in its menu. Most notably, the restaurant's tabletops are made of vinyl tiles, framed in black, which duplicate the menu's shapes and colors. And along the back wall of the restaurant, the menu's graphics are repeated yet again—only they are enlarged to dominate a 25-foot stretch of wall space.

What the judges said

In evaluating Mamma Ilardo's menu, the Great Menu Contest judges unanimously agreed that it epitomizes the most basic, yet essential, quality a menu must possess. It accurately reflects the concept of the restaurant in which it is used.

Norma Gray: "This menu promises a dining-out experience that is out of the ordinary. Without even setting foot in the restaurant, you know to expect fun, imaginative food in a creative setting."

Linda Richardson: "By depicting the various menu items through their shapes, this menu effectively sells the concept of food as entertainment."

Michael Bartlett: "Mamma Ilardo's has taken a familiar restaurant concept and revived it by adding flair. You wonder, if they took such a creative departure with the menu, what must the food be like?"

Judi Radice was particulary impressed with the menu's graphics. "First and foremost, a menu must be readable. The type should not get buried in the menu. Although a great deal is going on with this menu, it is still totally legible, primarily because of the variance in typefaces."

Jack Miller: "Mamma Ilardo's menu obeys the primary laws of advertising. The novel location, sequence and description of items combine to merchandise the restaurant's product. The entire concept of Mamma Ilardo's is sold by its menu."

SECOND GRAND PRIZE WINNER

El Torito

Walk into any of the the 192 El Torito lounges (avg. 100 seats) across the country on an early evening or weekend night and you will find a crowd of people laughing, eating, drinking and mingling. Although a Mexican theme is evident, the main emphasis in the decor, atmosphere and service is to promote a good time in a fun setting.

That is why the Polar Relief Kit specialty drink menu is right at home in El Torito's lounges. "The Mexican motif is not as strong in the lounges as in the dining rooms," explains Tom Saiza, vice president of marketing for El Torito. "We can have a little bit more fun with menus designed for lounge use."

And that is exactly what the Polar Relief Kit menu is—fun. The four-

POLAR RELIEF KIT

CURES FOR THE WINTER COLD
MEXICAN COFFEE
AMOR LATINO
LATIN LEPRECHAUN
CAFE NAVIDAD
HOT APPLE PIE

color, die-cut menu is designed as a first aid kit, which opens up to reveal El Torito's own special brand of "first aid"—a line of warm winter specialty drinks. From the description of items to the artwork's vivid use of color, the entire menu plays on the spirited theme of warm, toasty drinks as the perfect panacea for the bitter winter cold.

The kit is "filled," for instance, with the essentials found in any medicine cabinet. But the colorful pills, tablets and bandages are actually no more than a backdrop for the focal point of the menu—the tantalizing drink descriptions. Names such as "Hot Spot," "Antifreeze" and "Lip Mitten" suggest that El Torito's drinks can cure what's ailing better than any pill. An additional line of coffee drinks is listed under the playful heading, "Cures for the Common Cold."

El Torito's Polar Relief Kit is only used during the winter months in areas that are subject to cold weather. According to Saiza, customers this past winter were delighted with the menu and were encouraged to try the specialty drink items.

What the judges said

El Torito's Polar Relief Kit impressed the Great Menu Contest judges because it accomplishes its mission.

Michael Bartlett: "In terms of form following function, this menu is right on the money. It is perfect for a lounge or bar setting. It's not pretentious. It's just a lot of fun."

Jack Miller: "A customer who walks into El Torito and sits down can't help but pick this menu up. It demands to be looked at. And once the customer picks it up, he's that much closer to a purchase. Suddenly, an item the customer may not have even been considering seems a lot more appealing."

Shelley Williams was delighted with the whimsical copy. "Even the title, 'Polar Relief Kit,' is a cut above the simpler 'First Aid Kit. Obvious puns are tiresome, but clever puns—words that make you think twice—are attention-getting."

Gregg Rapp points out that "although the die-cutting and four-color process are expensive, for larger operations, this menu is a classic example of how to maximize resources and creativity to produce a dynamite merchandising tool."

THIRD GRAND PRIZE WINNER

Lime Rickey's

Lime Rickey's is a diner. It is not, however, a recreation of the nostalgic diners of the 1950s. "Many elements of the typical 1950s diner can be found at Lime Rickey's. But we've taken the concept and upgraded it to contemporary standards," explains owner Mark Bromberg. "I guess you could say we are a diner of the 1980s."

The influence of both decades is easily recognized in the 160-seat restaurant's decor. Old-style turquoise vinyl banquettes and chrome-rimmed tables are offset by contemporary terrazzo floors. The jukeboxes at each table are reminiscent of days gone by—but they play contemporary music. And the large soda fountain, the mainstay of the 1950s diner, is definitely a 1980s model.

Nowhere do the old and new come together as effectively as in Lime Rickey's menu. The oversized (8″ × 18¾″) three-panelled menu, with its bold sweeps of color amid stark white space, is clean and contemporary. Yet many of the items described in tantalizing detail, such as "diner-style" macaroni and cheese, chips'n'gravy and open-faced turkey sandwiches, are right out of the past. The sketch of a pony-tailed waitress balancing a tray with one white-gloved hand says the 1950s, but the offer of steamed, seasonal vegetables with entrees as a substitute for french fries is definitely a trend of the nutrition-conscious 1980s.

And Lime Rickey's ice cream desserts, elaborately described on a back panel all to themselves, reflect both eras, with items such as "Tin Roof" and "Drug Store Sundaes" listed side by side with contemporary gourmet toppings, such as crumbled cookies and granola.

According to Bromberg, Lime Rickey's customers are overwhelmed by the menu. "We offer such a variety, it's sometimes hard for them to know where to begin," he says. "And of course, they've always got to leave room for some ice cream."

What the judges said

According to the Great Menu Contest judges, Lime Rickey's menu has mastered the art of suggestive selling.

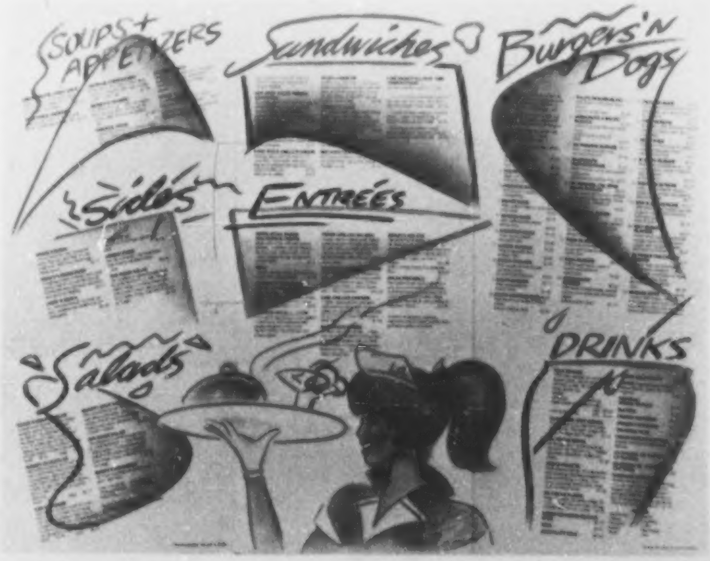
Shelley Williams: "One look at this menu and I want to eat ice cream simply because of the artwork. By the time I read the item descriptions, I am literally tasting the food in my mouth."

Norma Gray: "The descriptions of each item are direct and to the point, which makes you crave the food even more. For instance, 'Milk'n'Cookies' is described as 'an ice-cold glass of milk and a handful of Oreos.' What could be more basic—yet what could be more tempting?"

Michael Bartlett was impressed by the size of the menu. "Imagine four people sitting in a booth, not being able to see each other because the menus are so big. There's something fun about it; it blocks out distractions and totally involves you in the menu."

Judi Radice: "It is nice to see a menu that breaks out of the 8½ by 11-inch mold. Lime Rickey's recognizes that a menu doesn't have to be conventional to work."

Linda Richardson: "This menu sets the mood for both the food and the atmosphere at Lime Rickey's. You know you're in for a good time." ❑



TECHNICAL SERVICES

by Robert E. Harrington

Preventing bacterial growth

Part II of a four-part series

Health departments are gearing up to implement a new inspection program that emphasizes temperature control of potentially hazardous foods throughout the preparation schedule. This series introduces a streamlined version of that program called SAFE (Sanitary Assessment of Food Environment), which can protect your business against an outbreak of foodborne disease by helping you identify, control and monitor the critical points in your food handling and preparation.

You should begin your SAFE survey by reviewing your menu and recipes so you can concentrate on foods that have a greater risk of bacterial contamination. Although a few species can survive in extreme conditions, most bacteria require specific amounts of food, moisture, slightly acid pH, oxygen and warmth. You must consider these factors when you set up your critical control points.

Food: Pathogenic bacteria can grow in just about any food humans can digest, but they are particularly fond of protein foods, such as meats, poultry, seafoods, eggs and dairy products as well as high protein vegetables, such as beans, and cooked cereal grains, such as rice.

Many high-protein foods are naturally contaminated in their raw state so establish separate areas to store and handle raw and cooked products. If cooked and raw products are handled on the same surface, cross contamination can transfer not just one cell but several hundred thousand bacteria.

The bacteria, however, need time to "rest" and adapt to their new environment. So for a good period of time there may be no growth (less than one hour or several days, depending on the bacteria, the food and the temperature). This no-growth period is called "lag phase," and it is at this point that you can best control bacterial growth *before it starts!* When bacteria are allowed to grow, they do so geometrically, with each cell division doubling the population—sometimes as rapidly as every 20 minutes.

Because people all carry their own personal load of bacteria as well, your SAFE program should emphasize personal hygiene, especially frequent and thorough

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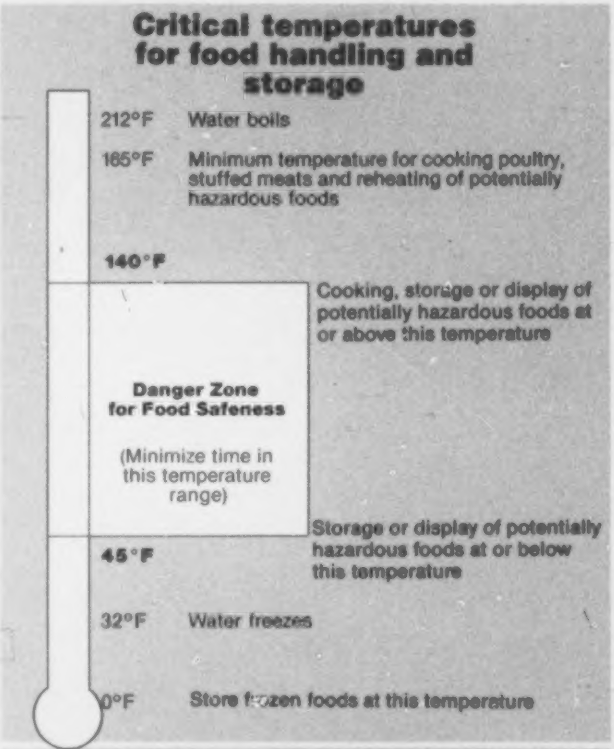
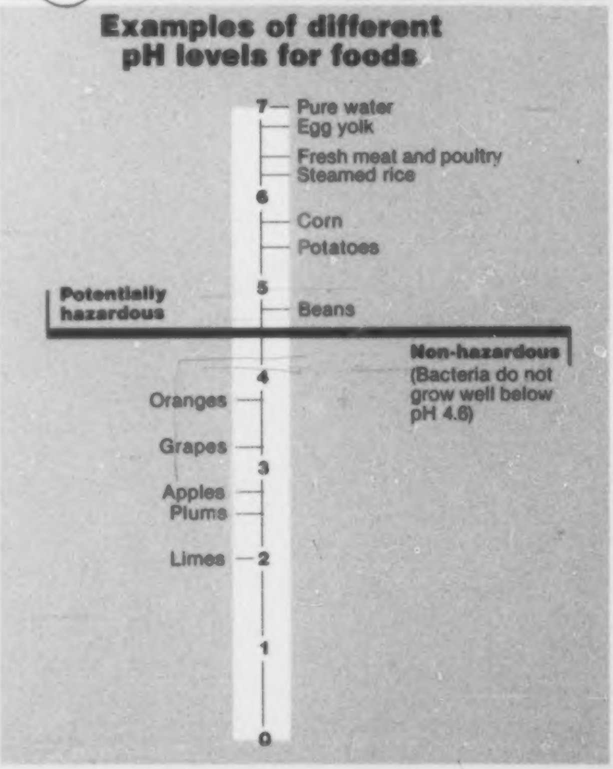
Robert E. Harrington is assistant director of technical services and safety for the National Restaurant Association.

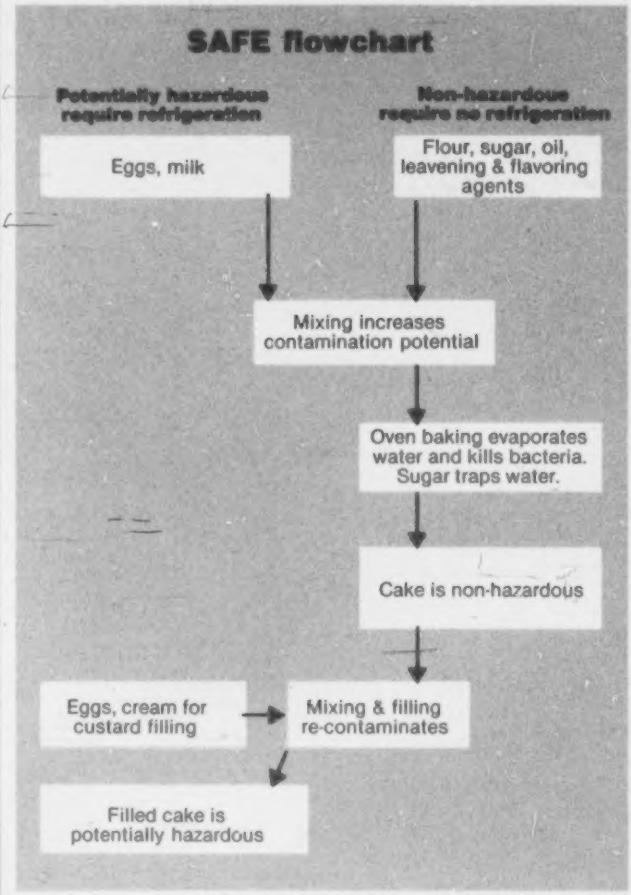
Critical temperatures for food handling and storage



212°F Water boils
165°F Minimum temperature for cooking poultry, stuffed meats and reheating of potentially hazardous foods
140°F
Cooking, storage or display of potentially hazardous foods at or above this temperature
Danger Zone for Food Safeness
(Minimize time in this temperature range)
Storage or display of potentially hazardous foods at or below this temperature
45°F
32°F Water freezes
0°F Store frozen foods at this temperature

Examples of different pH levels for foods




SAFE flowchart
Potentially hazardous require refrigeration
Non-hazardous require no refrigeration
Eggs, milk
Flour, sugar, oil, leavening & flavoring agents
Mixing increases contamination potential
Oven baking evaporates water and kills bacteria. Sugar traps water.
Cake is non-hazardous
Eggs, cream for custard filling
Mixing & filling re-contaminates
Filled cake is potentially hazardous

handwashing whenever employees handle different food products.

Moisture: In the presence of water, most foods will support bacterial growth. Bacteria need free water to dissolve and digest food. For example, dried milk powder will not support bacterial growth until it is reconstituted with water. Salt or sugar can inhibit bacterial growth by "trapping" the available water, as in salt-cured meats or sugared fruit preserves. However, do not attempt "do it yourself" preservation because water activity can vary greatly with other factors.

Acidity: Foods with a pH above 4.6 will support bacteria growth and require constant temperature control. PH is a measure of acidity and alkalinity. Seven is neutral, above seven is alkaline, and below seven is acidic. Bacterial growth is stopped or inhibited in strongly acidic foods, such as citrus fruits or vinegar. Do not count on making foods safe just by adding acid because the pH balance is a delicate one.

Oxygen: Most disease bacteria can grow either with or without free oxygen. Some, such as the bacteria which cause botulism, grow only in the absence of oxygen, as in a vacuum-sealed jar or in the center of a deep pot of food. Therefore, to be SAFE, only use commercially canned food products and cool food rapidly in shallow pans. If you suspect that a canned product is spoiled, notify the distributor and your local health department or discard the product without opening it! Botulism toxin is a very dangerous poison, and even a small taste can be fatal.

Unless you have a professional food technologist and a well-equipped laboratory at your disposal, there is not much that can be done in a restaurant kitchen to alter nutrients, pH, water and oxygen. But, you do have control over the final limitation on bacterial growth, and that is the heart of your SAFE program.

Best way to prevent bacterial growth . . .

Warmth: The best way to prevent bacterial growth in potentially hazardous foods is to limit the *time* that foods spend at growth *temperatures*. As with other SAFE processes, you are probably already following these common-sense procedures: Refrigerating food below 45°F to slow bacterial growth, holding hot food above 140°F to virtually stop growth and heating food above 165°F to kill most pathogens.

When heating or cooling foods, you must move them through the danger zone between 45°F and 140°F as rapidly as possible. Use shallow pans to promote cooling to 45°F within four hours and, heat foods rapidly (steam tables and warmers do not heat rapidly). When re-heating foods, be sure to take them to 165°F in the center.

Multiple cycles of heating, cooling and reheating will result in bacterial growth, so limit exposures to the danger zone. Also, avoid preparing foods long before they are to be served as this adds to holding problems.

Some foods may change from potentially hazardous to stable and back again. For example, although the milk and eggs in a cake batter are potentially hazardous, mixing with other ingredients and baking renders them stable. But, if a

"Potentially hazardous" defined

The FDA Model Foodservice Sanitation Ordinance (and most state and local codes) defines potentially hazardous foods" as

". . . any food that consists in whole or in part of milk or milk products, eggs, meats, poultry, fish, shellfish, edible crustacea (shrimp, lobster, crab, etc.) or other ingredients, including synthetic ingredients, in a form capable of supporting rapid and progressive growth of infectious or toxigenic microorganisms. The term does not include clean, whole, uncracked, odor-free shell eggs, or foods which have a pH level of 4.6 or below or a water activity value of .85 or less." (Eggs are potentially hazardous once the shell has been broken.) These foods must be stored below 45°F or above 140°F, and should be cooked to an internal temperature that will kill any pathogens.

Investigation of some recent outbreaks of food poisoning has also shown that some seemingly innocuous foods can support microbial growth: sprouts, cooked rice, cooked potatoes and lightly sauteed onions, among others. If a food has a natural "skin," such as a vegetable, that skin protects the food against entry of bacteria. Once the skin is broken or damaged by preparation and cooking, the food is potentially hazardous and must be stored below 45°F or above 140°F.

Also, commercially canned products, such as sauces, stews, gravies, etc., become potentially hazardous once their containers have been opened. With virtually all foods, refrigeration slows bacterial growth and oxidation, thus increasing shelf life and safety. Very few items can be damaged by refrigeration.

custard filling is added, the finished cake is again potentially hazardous and must be refrigerated to maintain safety and quality.

When you plan your SAFE survey, you must consider the entire handling process, step-by-step. Your goal is to determine those areas where foods might be contaminated or where bacteria might survive and grow, and to establish preventative practices at these points. For the first one or two surveys, utilize flowcharts, noting times and temperatures to help you keep things straight. Later you can simply monitor conditions against your own production schedule and standards.

To recap . . .

To reduce the risk of foodborne disease, pay special attention to

1. *potentially hazardous foods*—moist, high protein foods that are neutral or mildly acidic.

2. *multiple handling steps*. The more preparation steps a food goes through, the greater its exposure to contamination. Be particularly alert for cross-contamination from one class of foods to another, such as from raw to cooked.

3. *high-volume products*. The larger the amount you prepare and serve, the larger the number of people at risk.

4. *temperature changes*. Whenever a food is removed from the refrigerator, heated, cooled, or reheated, it passes into the bacterial incubation "danger zone." Minimize the time foods spend in this zone (45°F to 140°F), store foods out of this zone and heat potentially hazardous foods to 165° to kill harmful bacteria.

Next month: *Major foodborne diseases and their characteristics.*

Fisher's Law #72

To tell the truth

Over the years, I have read a number of performance appraisals and letters of recommendation written on behalf of people who were being considered for a position, promotion, award or honor. In many instances, I later had an opportunity to observe the person, and I reflected on the descriptive phrases that had been used in the laudatory documents. Here are some examples of the written descriptions and the truthful meaning behind them. I will use the masculine pronoun for ease of expression, but the statements are equally applicable to women.

1. **He has a strong sense of pride in his work.** (He can't tolerate criticism.)
2. **He has the ability to see the big picture.** (He spends too much time reading the newspaper.)
3. **He is detail-conscious.** (He's a nitpicker.)
4. **He possesses leadership ability.** (He does what he is told to do.)
5. **He possesses a keen intellect.** (He has an obnoxiously superior attitude.)
6. **He possesses excellent supervisory skills.** (His subordinates have not yet rebelled.)
7. **He is highly creative.** (He has a lot of dumb ideas.)
8. **He gets along with everyone.** (He never takes a stand on important issues.)
9. **He follows through on his responsibilities.** (He can't or won't delegate.)
10. **He is a stabilizing influence on the group.** (He rules with an iron fist.)
11. **He is exceptionally loyal.** (We're paying him too much money.)
12. **He is a sincere person.** (He's constantly bothering the boss.)
13. **He's an exceptionally dedicated employee.** (He has an unhappy home life.)
14. **He exudes confidence in whatever he undertakes.** (He's an egotistical son-of-a-gun.)
15. **He is full of ambition.** (Don't turn your back when he's around.)
16. **He's goal-oriented.** (He's always trying to scalp his hockey tickets.)
17. **He can cut through to the essential issue at hand.** (He rides roughshod over everybody.)
18. **He possesses good organizational skills.** (He always "goes by the book.")
19. **He has enormous character and integrity.** (He hasn't been caught yet.)
20. **He possesses a keen sense of humor.** (Watch out, he's a practical joker.)
21. **He is an excellent motivator.** (He threatens, cajoles and disciplines subordinates.)
22. **He is performance-minded.** (He's always trying to upstage others.)
23. **He is very articulate.** (He talks too much and writes long memos.)
24. **He possesses a high degree of professionalism.** (He's very good at playing politics.)
25. **He evidences maturity of judgment.** (He knows when to say "yes.")
26. **He looks at things objectively.** (He's heartless and bloodless.)
27. **He possesses high standards.** (He has a "holier-than-thou" attitude.)
28. **He anticipates what needs to be done.** (He's made some lucky guesses.)
29. **He is appropriately discrete.** (He won't talk unless you make it worth his while.)
30. **He possesses good planning skills.** (He always connects his vacation days with paid holidays.)
31. **He's control-minded.** (Boy, is he ever a bureaucrat.)
32. **He is very analytical.** (He looks at everything in bits and pieces.)
33. **He goes above and beyond what's expected.** (Our expectations are too low.)
34. **He's highly aggressive.** (This guy is really conceited and obtrusive.)
35. **He has great potential.** (If we're stuck for somebody, he's the least worst of all the choices.)

Fisher's Law #72. When assessing people, go with your instincts and not with what others say.

THE BOARD ROOM

Japanese Prime Minister at Evans Farm Inn

NRA Board Member Ralph Evans recently got a taste of global diplomacy when Japanese Prime Minister Yasuhiro Nakasone, just back from a Camp David meeting with President Reagan, accompanied by nearly 100 others visited the sprawling Evans Farm Inn in McLean, VA, for a typical American dinner.

For Evans and his wife Maria the evening proved far from typical. The prime minister's entourage included security people from the State Department, the Secret Service, the Fairfax County Police, Japanese security, a bomb squad, Dobermans and marksmen on the roof.

The bill of fare, though simple compared to some requested of Evans, was several weeks in the making—the result of successive sampling visits by Japanese Embassy personnel and at least one trip to Japan for final approval. Evans reports that the party dined on soup, salad, roast duckling with orange sauce, wild rice, green beans with toasted almonds and lemon sorbet, accompanied by California wine and American beer.

The evening was a memorable one for Evans, who formerly served a term on the board of the Japan Foodservice Association.

Japanese Prime Minister Nakasone, right, is welcomed by Marie and Ralph Evans, center, and Hubert Roetherdt, general manager, left, to the Evans Farm Inn in McLean VA.

Balestreri carries NRA banner far and wide

"From California to the New York island, from the Redwood forest to the Gulf Stream waters," were words popularized by the folk group Peter, Paul and Mary, but just a quick glance at NRA president Ted Balestreri's schedule over the past few months suggests that the singers could just as easily have been detailing the travels of an NRA president.

Since the beginning of the year, Balestreri's duties as president of the foodservice industry's leading trade association have taken him to no less than 11 states and the District of Columbia. Often, he responds to a last-minute call for an appearance by the media. But even more frequently, he represents the association at key regional and state industry forums, reinforcing the goodwill between NRA and the nation's state restaurant associations that serve as the infrastructure of the foodservice industry's grassroots lobbying effort. *—Dorothy Dee*

Hasslocher discusses business meal issue

Incoming NRA President G. "Jim" Hasslocher, center, meets with Sen. Lloyd Bentsen (D-TX), left, to discuss business meal legislation.

A toast to NRA Wine Classic founders

NRA President Ted Balestreri and his partner Bert Cutino (Restaurant Central, Monterey, CA) were instrumental in creating NRA's Wine Classic, held for the first time during last year's NRA Show. This year, the competition will feature Sauvingnon Blanc, Seyval Blanc and two kinds of Zinfandel—all produced in America and available for commercial sale. Don't miss the judging in the Chicago Room at McCormick Place on Monday and Tuesday, May 19 and 20.

Working meals continue to be good business

Many business transactions are inked over restaurant meals. This article spotlights those transactions.

A recent Gallup survey conducted for NRA revealed that more than seven out of 10 (73.6 percent) business executives surveyed said that business meals were either very important or somewhat important to their marketing efforts. A mere 10.5 percent believed that business meals were unimportant to their business marketing plans, and only 3.1 percent said that business meals were very unimportant.

According to the U.S. Travel Data Center, many of these meals occur on business trips. The number of business trips taken in the first nine months of 1985 totaled 131.1 million, up 21.6 percent over the same period in 1984. In comparison, total trips taken for all purposes advanced a lower 7.3 percent. The proportion of trips for business grew from 13.6 percent in 1981 to 16.1 percent in 1985.

Who is the business traveler? . . .

Most business people who travel are employed as managers, administrators and sales representatives. The majority, six out of 10, are between the ages of 35 and 64. However, approximately one-fourth are younger, between the ages of 25 to 34.

Most business travelers come from upper-income households. More than half are from households with incomes above $30,000, and an additional 13 percent are from households with annual incomes between $20,000 and $30,000.

The average business trip is slightly more than four nights away from home. It averages 1,200 miles.

Six out of 10 travel by car, which means they may look for eating places that offer quick, efficient service and good food as they travel to and from their business destination. Four out of 10 travel by air.

Business travelers tend to travel alone, and many look for restaurants that accommodate the single diner.

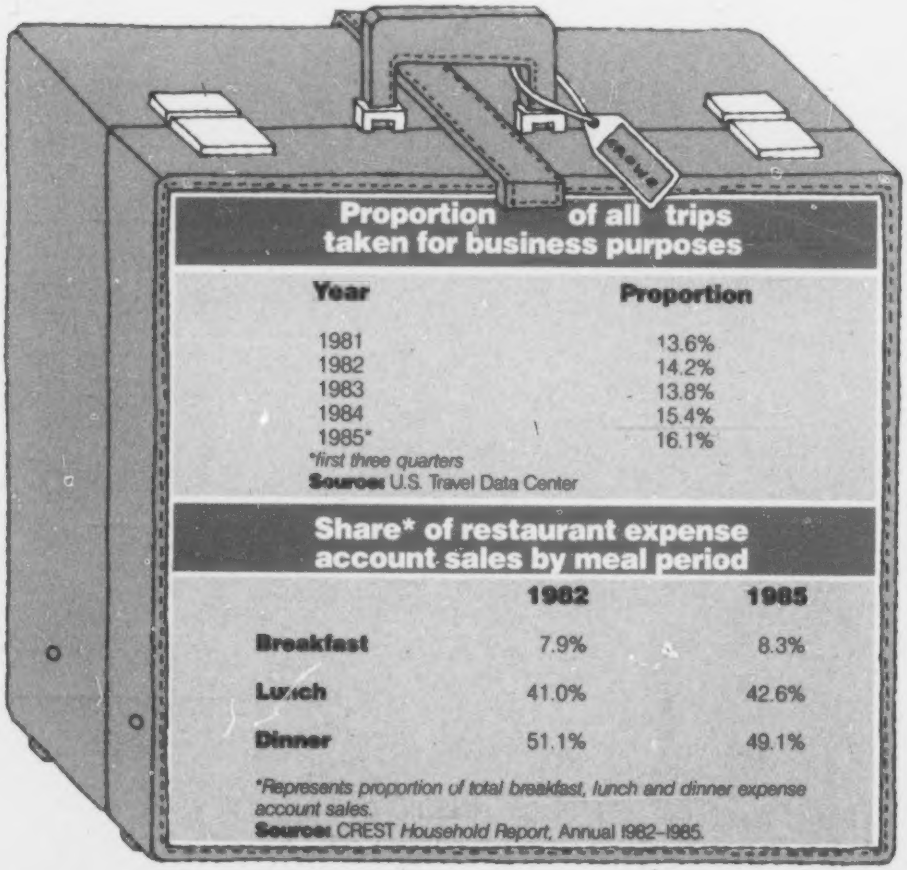
Two out of three business travelers stay at a hotel or motel when they are away from home.

According to CREST data, meals after business activity, including expense account visits and restaurant meals paid for by the business person, take place at all types of restaurants and occur in proportions that parallel the respective shares of overall restaurant traffic. For example, despite the smaller proportion of all quick service occasions involving business related-meals, in 1985 this segment accounted for a whopping 57.2 percent of all eating occasions following business related activity. Midscale restaurants accounted for almost three out of 10 (28.4 percent) business related meals, and upscale restaurants represented 14.4 percent of the meals following a business related activity.

Between 1982 and 1985, the evening meal recorded the strongest increase in business related meal occasions, up 7.4 percent. Business related breakfasts, which are becoming increasingly important, grew 5.7 percent, and lunch posted the smallest increase in business related meals during this time—up 3.7 percent.

CREST data confirms growth . . .

Expense account meal sales are on the rise. According to CREST'S Household Report, between



Proportion of all trips taken for business purposes

Year	Proportion
1981	13.6%
1982	14.2%
1983	13.8%
1984	15.4%
1985*	16.1%

**first three quarters*

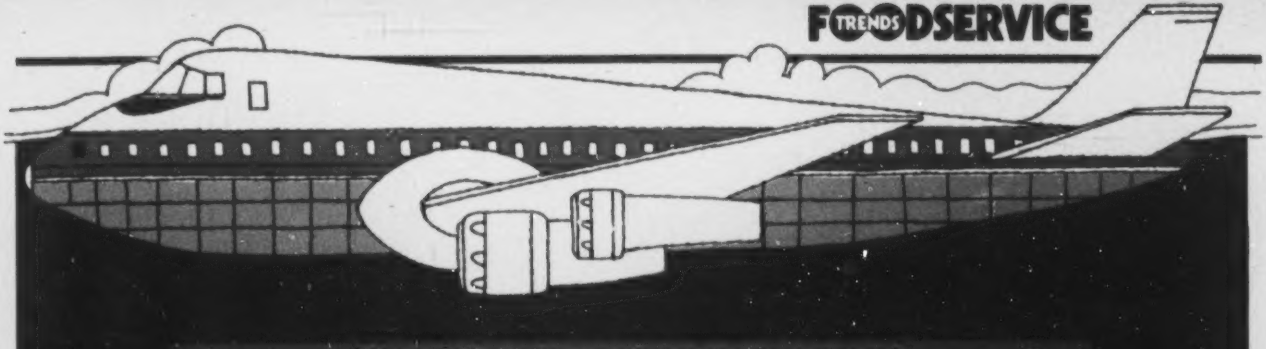
Source: U.S. Travel Data Center

Share* of restaurant expense account sales by meal period

	1982	1985
Breakfast	7.9%	8.3%
Lunch	41.0%	42.6%
Dinner	51.1%	49.1%

**Represents proportion of total breakfast, lunch and dinner expense account sales.*

Source: CREST *Household Report*, Annual 1982–1985.



Share of restaurant expense account sales by restaurant type

	1982	1983	1984	1985
Quick service	12.3%	13.9%	16.4%	17.7%
Midscale	31.0%	30.6%	31.0%	30.0%
Upscale	56.7%	55.5%	52.6%	52.3%

Source: CREST *Household Report*, Annual 1982–1985.

Share of business related meals by restaurant type

	1982	1983	1984	1985
Quick service	53.4%	54.0%	54.4%	57.2%
Midscale	33.8%	32.4%	31.0%	28.4%
Upscale	12.8%	13.6%	14.6%	14.4%

Source: CREST *Household Report*, Annual 1982–1985.

1982 and 1985 expense account meal sales for both traveling executives and non-travel business entertainment rose 28.6 percent*. Much of this gain is the result of impressive growth in expense account sales at ethnic restaurants, and other specialty restaurants, including fish/seafood places and barbeque restaurants.

Not surprisingly, upscale restaurants commanded the largest share of expense account sales dollars in 1985—52.3 percent, down slightly from 1982's 56.7 percent. Upscale hotel restaurants are especially popular with business travelers.

Midscale restaurants accounted for about one-third (30.0 percent) of total expense account sales in 1985, slightly less than the 31.0 percent share enjoyed by this segment in 1982. Midscale specialty restaurants, including Mexican, Italian and Asian establishments, are popular with business people.

The proportion of expense account meal sales at quick service restaurants has expanded from 12.3 percent in 1982 to 17.7 percent in 1985. One reason for this increase may be that fast food restaurants, by expanding recently into office buildings, airport locations and hotel sites, are making it more convenient for the business traveler to stop in for a bite. Quick service Mexican, Asian and sandwich restaurants are most likely to capture business customers.

Expense account sales by meal period . . .

Dinner accounts for the largest proportion of total expense account meal sales, reflecting the larger average check size at dinner. In 1985, 49.1 percent of expense account sales were at the evening meal. This figure is down slightly from 1982's 51.1 percent share.

Breakfast and lunch are gaining greater shares of the expense account dollar. Lunch represented a significant share (42.6 percent) of expense account restaurant sales in 1985, up from 41.0 percent in 1982. Breakfast, which accounted for 7.9 percent of all expense account meal sales in 1982, represented 8.3 percent of restaurant expense account sales in 1985.

Appealing to the business person . . .

According to NRA's *Consumer Restaurant Behavior: A View Based on Occasion Segmentation*, those dining out for business purposes expect the restaurant to facilitate the meeting rather than to be the focus of the event. They expect restaurants to reflect the same professionalism that is exhibited at corporate offices. This usually means a formal but relaxing environment where staff is attentive but not intrusive.

—Sallie Adams

**Readers are reminded that CREST data understate expense account meal sales and the number of business meal occasions. The reason for this understatement is that diary panelists who are reimbursed for their meal expenditures while traveling on business or when entertaining clients may neglect to record the occasion because they personally did not pay for the meal.*

Dropping gas prices fuel travel plans

During the past four months the price of crude oil has fallen nearly 70 percent, from more than $30 a barrel in November to a low of about $10 in early April. This shift should boost travel this summer.

The recent drop in gasoline prices is good news to the restaurant industry, especially with the beginning of the vacation season now upon us. The lower prices for gasoline will encourage more travel, particularly this summer. The American Automobile Association (AAA) reports that the price of gas will be a factor as consumers plan their summer trips.

The AAA expects that this year's vacationers will travel farther and stay longer than in years past. Already the retail price of a gallon of regular gas is below one dollar in all parts of the country, and the price should drop further as summer approaches.

The falling price of petroleum will put more money into consumer pockets.

Expenditures for energy—gasoline, heating oil, natural gas and electricity—account for 7.0 percent of all consumer spending. As the costs of these products drop, the public will be left with more disposable income to spend on such things as restaurant meals and snacks. Indirect consequences of the decline in oil prices will also benefit the industry. These include lower inflation, declining interest rates and continued economic growth and high employment.

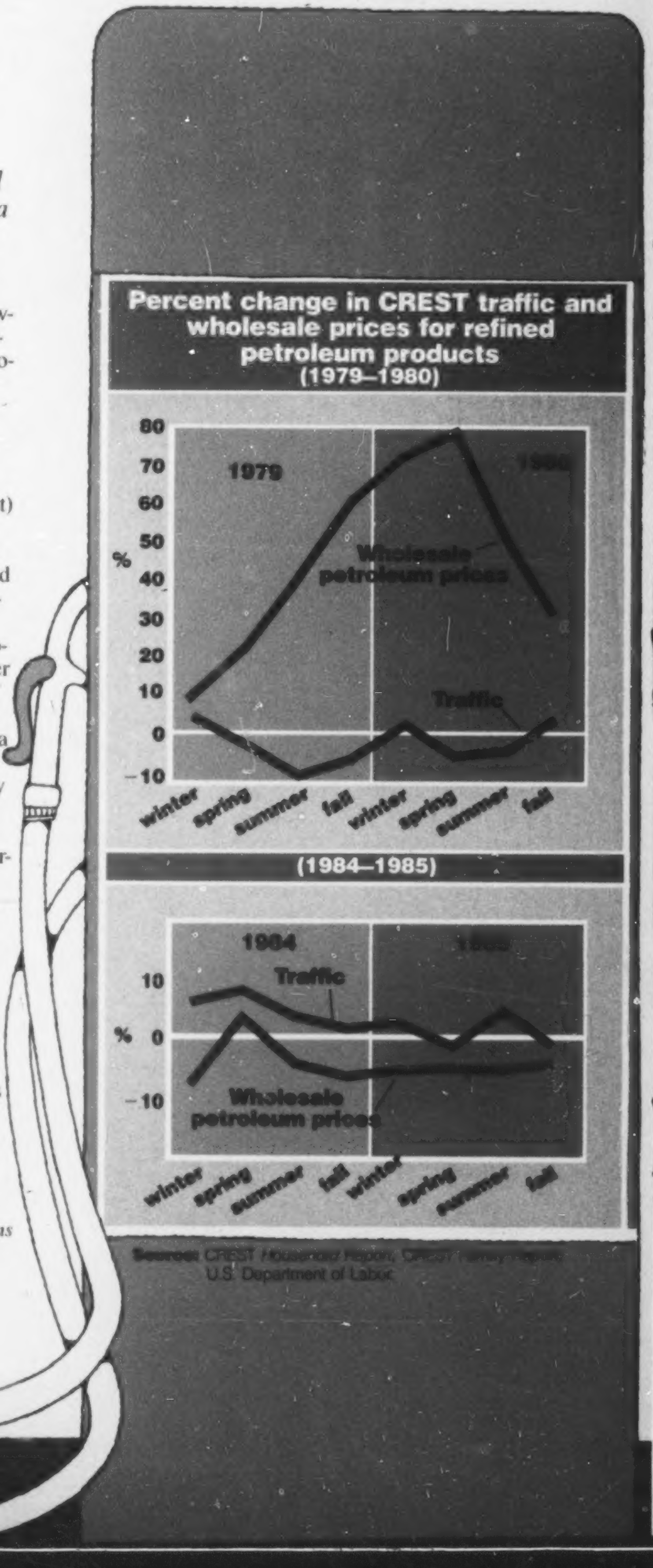
Vacation intentions high . . .

Nearly half (47.2 percent) of the consumers interviewed by the Conference Board in February reported that they plan to take a vacation in the next six months. Most of these people plan to travel to another state and will get to their destination by car. Many others may decide to take a trip this summer on the spur of the moment as they watch gasoline prices and airline fares continue to drop. In comparison, in early 1979—when the nation was faced with rising gasoline prices—only 39 percent said they were planning a summer vacation.

Outlook bright . . .

Summer traditionally marks the peak demand period for restaurant meals and snacks, which, combined with the bright outlook for travel and spending, bodes well for the restaurant industry.

—Sallie Adams



Percent change in CREST traffic and wholesale prices for refined petroleum products

(1979–1980)

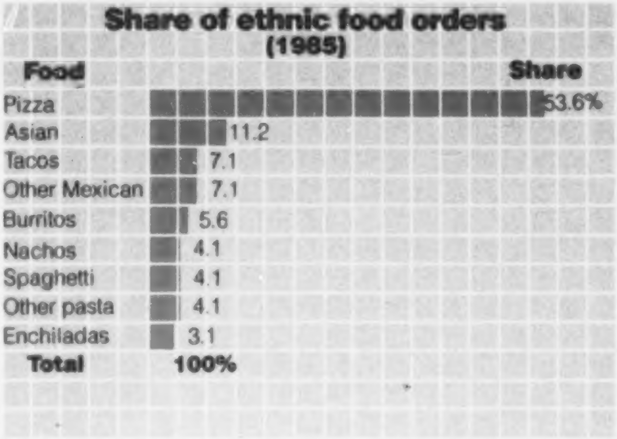
(1984–1985)

Source: CREST Household Report, CREST Family Report, U.S. Department of Labor

CREST Report Focus

Ethnic foods fire up

As this special report indicates, more and more restaurant operators are spicing up their menus with ethnic dishes and, as a result, the number of orders for ethnic foods has grown considerably.



According to CREST's *Household Report*, ethnic foods were ordered on nearly two out of 10 restaurant occasions in 1985, up from 15.9 percent three years earlier. (See accompanying table for ethnic foods included.)

Pizza was the top-selling ethnic food in 1985, accounting for an overwhelming 53.6 percent of all ethnic food orders. Asian dishes followed, representing 11.2 percent of all orders, while tacos and "other" Mexican foods, such as fajitas, tostadas and chimichangas, tied for third—each accounting for 7.1 percent of ethnic food orders in 1985.

Nachos were the fastest-growing ethnic food item in 1985. Orders for this Mexican specialty jumped 15.5 percent over 1984. "Other" Mexican food orders advanced at the second fastest pace in 1985, up 8.8 percent, followed by pizza (up 8.3 percent) and Asian items (up 5.8 percent).

Orders on rise at quick service . . .

Between 1982 and 1985, ethnic food orders at fast food restaurants skyrocketed 32.3 percent. In 1985 alone, quick service restaurants posted the largest gain in orders for ethnic specialities among the three types of restaurants—up an impressive 10.0 percent. Fueling growth in 1985 were above average gains in orders for "other" Mexican foods, such as fajitas (up 17.4 percent), Asian items (up 16 percent), tacos (up 11.3 percent) and pizza (up 10.2 percent).

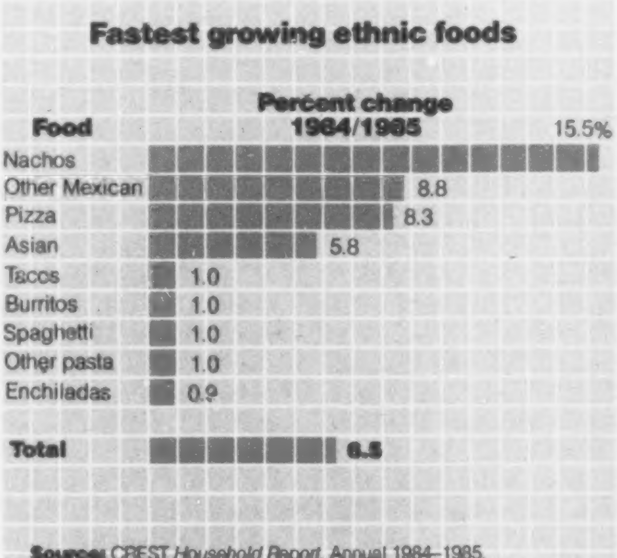
Pizza was the item ordered most often at quick service restaurants, accounting for an overwhelming 70.6 percent of all ethnic food orders. Tacos came in second, accounting for 7.5 percent of the orders, and burritos placed third, accounting for 6.1 percent.

At upscale restaurants the growth in ethnic food orders was healthy but more moderate—4.2 percent. Orders for pasta other than spaghetti, which includes fettuccine and linguini, made the most impressive gain at upscale restaurants in 1985—up 12.2 percent. Nacho orders advanced an impressive 8.5 percent, followed by Asian food orders, which climbed 7.3 percent.

Asian foods topped the list as the most popular item ordered at upscale restaurants in 1985, representing 28.0 percent of all ethnic food orders. "Other" Mexican foods were second with 18.8 percent of the orders, and "other" pasta items placed third, accounting for 10.9 percent of the ethnic food orders.

The proportion of visits on which ethnic foods were ordered at midscale restaurants went up in 1985, but a decline in traffic at these establishments resulted in the actual number of ethnic food orders falling 2.0 percent.

Despite the overall decline in ethnic food orders at midscale eateries in 1985, orders for several dishes increased. Burrito orders jumped 13.7 percent last year, while orders for "other" Mexican food (fa-



Source: CREST *Household Report*, Annual 1984–1985.

CREST quarterly report delayed

The CREST Report for the 1986 winter quarter will not appear in this issue of *NRA NEWS* due to delays caused by changes in the way CREST data is processed. These figures will be included with spring quarter performance information in the August 1986 issue. Readers interested in this data before that date can call or write NRA's research department after May 1 at 311 First St. N.W., Washington, DC 20001; (202) 638-6100.

jitas, tostadas) advanced 2.0 percent and Asian food orders edged up 0.7 percent. In contrast, a drop in orders of 5.2 percent each for pizza, spaghetti, "other" pasta, enchiladas, nachos and tacos was recorded at midscale establishments.

Ethnic foods popular at dinner . . .

Most ethnic foods are ordered at dinner. In 1985, the evening meal accounted for a whopping 64.2 percent of all ethnic food orders. The overwhelmingly favorite menu choice with dinner patrons is pizza, capturing 58.6 percent of all orders last year. Asian cuisine took the number two spot with 10.8 percent of the orders. "Other" Mexican foods, such as fajitas and tostadas, ranked third, accounting for 6.5 percent of the orders.

Ethnic food orders at dinner grew a healthy 7.1 percent in 1985, reflecting above average increases in orders for several foods. In particular, "other" Mexican food orders advanced 10.7 percent in 1985, followed by pizza (up 8.7 percent), burritos (up 7.8 percent) and "other pasta," which includes dishes such as linguini and fettuccine, (up 7.8 percent).

Slightly more than 28.0 percent of all ethnic food orders in 1985 occurred at lunch. Pizza again took centerstage. Asian food captured second place with 14.5 percent of orders, and tacos ranked third with 11.2 percent of midday orders.

The number of lunchtime orders for ethnic dishes rose 7.8 percent last year. Growth was fueled by the impressive 27.6 percent jump in nacho orders and a 15.8 percent increase in "other" Mexican orders. Orders for Asian foods and pizza also posted significant gains of 9.2 percent and 8.6 percent, respectively.

—Susan Adelman

CREST Report Focus

Dessert orders level off

As this special report indicates, customer orders for desserts in 1985 have approximated sales for 1983 and 1984.

America's sweet tooth is still intact. It kept dessert orders up in 1985, but growth seems to have tapered off. Ice cream was the overwhelming favorite, accounting for a whopping 47.5 percent of all dessert orders—a one percent increase over the year before. "Other" dessert orders, including non-ice cream frozen products, specialty cookies and gelatin/pudding, were also up one percent, in contrast to the 11.4 percent gain between 1983 and 1985. Orders for pies, cakes and pastries declined 1.5 percent in 1985.

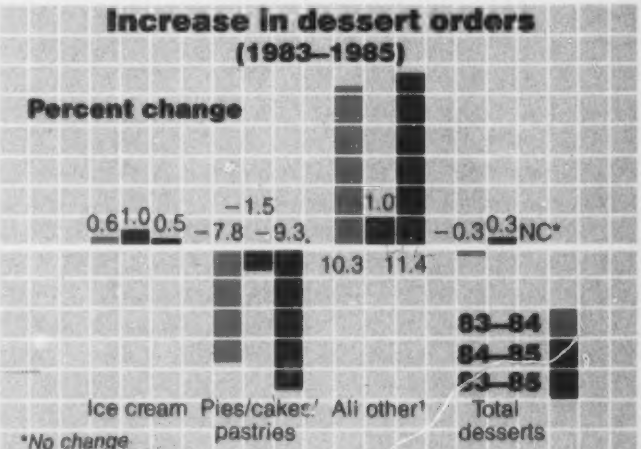
Quick service takes the cake . . .

Quick service restaurants were the only segment to record an increase in dessert orders. The number of dessert occasions climbed 3.6 percent over 1984 levels.

Fast food orders for "other" desserts, such as brownies and cookies, recorded the largest increase, rising 8.4 percent. Orders for pies, cakes and pastries also advanced, but at a more moderate 4.4 percent. Ice cream orders rose 1.7 percent.

Dessert orders at upscale establishments dropped 1.2 percent last year, in contrast to the 6.5 percent gain between 1983 and 1985. Ice cream was the fastest growing dessert item at upscale restaurants in 1985, up 3.0 percent over 1984. Orders for pies, cakes and pastries declined 0.3 percent, but they accounted for the greatest proportion of dessert orders in this segment—42.1 percent. Orders for "other" desserts, such as frozen non-ice cream items and cookies, dropped 5.7 percent.

The number of dessert orders at midscale restaurants tumbled 3.5 percent in 1985. The only dessert item to register an increase in orders was ice cream, up 1.4 percent.



*No change

[1] All other includes: frozen non-ice cream products, cookies and gelatin/ pudding.

Source: CREST *Household Report*, Annual 1983–1985.

Dessert items are popular as snacks . . .

According to CREST data, most desserts—nearly 42 percent—are ordered as snacks. In comparison, only 30.0 percent of all dessert orders were at dinner, 26.0 percent at lunch, and a slight 2.0 percent at breakfast.

Snack time was the only meal period during which dessert orders increased last year—up 5.9 percent. The increase in 1985 can be attributed in part to a substantial 23.4 percent gain in "other" dessert orders. In particular, orders for frozen non-ice cream items leaped a whopping 68.9 percent while cookie orders advanced 2.8 percent. Also, orders for ice cream, which account for an overwhelming 69.1 percent of all dessert snack orders, increased 2.8 percent that year.

Dinner registered a 2.6 percent drop in dessert orders between 1984 and 1985. Ice cream and "other" dessert orders at dinner rose 0.1 percent last year, but pie, cake and pastry orders fell 7.2 percent.

The midday meal experienced the largest decline in dessert orders in 1985—down 6.4 percent. Orders for ice cream, pies, cakes and pastry and "other" desserts all lost ground last year, falling 0.7 percent, 7.8 percent and 9.8 percent, respectively.

Seasons affect orders . . .

The time of year can influence the number and type of desserts ordered by restaurant patrons. The summer months tend to inspire dessert orders. In 1985, desserts were ordered on 16.1 percent of all summer restaurant occasions, compared with 14.4 percent of the occasions in the spring, 12.6 percent in the fall and only 11.9 percent in the winter.

Ice cream is the favorite dessert choice of restaurant patrons whatever the season; however, orders are greatest during the hot summer months. In 1985, ice cream accounted for a significant 55.3 percent of total dessert orders during June, July and August. It accounted for a smaller 48.6 percent of the dessert orders in the spring, 42.8 percent in the fall and a relatively low 37.8 percent in the winter.

In contrast, pies, cakes, and cookies as well as "other" desserts (cookies, frozen non-ice cream items) capture a greater proportion of orders in the winter, spring and fall months. For example, in 1985, pies, cakes and pastries represented 33.6 percent of the dessert orders in December, January and February, compared to 29.4 percent in the fall, 27.1 percent in the spring and 21.7 percent in the summer.

"Other" desserts captured the lion's share of orders in the winter, accounting for 28.6 percent of total dessert orders, while in the fall, spring and summer they accounted for a smaller 27.8 percent, 24.3 percent and 23.0 percent, respectively.

—Susan Adelman

NRA study report

Take out business is skyrocketing

Take out is big business for the restaurant industry. In 1985, take out or off premises eating was responsible for four out of 10 restaurant occasions and 28 percent of restaurant sales. To study the take out market in depth, NRA conducted a consumer attitude and behavior study.

Practically everyone has eaten carry out fried chicken at a picnic or munched a burger and fries in the car on the way home from shopping or a ball game. However, in the past couple of years these traditional sources of take out food have been joined by all sorts of competitors. Suddenly, the supermarket has sprouted a salad bar and the local convenience store has added sandwiches, fried chicken and pizza. And speaking of pizza, hungry consumers no longer have to go to their favorite pizzeria. The pizza now comes to them in less than 30 minutes.

More and more people are opting for take out meals and snacks. Over the two-year period from 1983 to 1985, take out occasions jumped an impressive 10 percent, while customer traffic for occasions when the food was eaten at the establishment rose a mere two percent. Traffic for take out in the evening meal increased 16 percent while eat-in traffic was flat. Home delivery counts skyrocketed—up 59 percent.

The most likely users of meals or snacks to go are those who are most concerned with convenience and saving time. These include women, 18 to 34-year olds, singles, families with teenagers, households where the female head is employed and households with incomes between $20,000 and $50,000. Those who are less likely to purchase take out meals and snacks include senior citizens, married couples with no children, households where the female head is not employed and households with incomes under $15,000.

Most people purchase take out foods and beverages from fast food places, with six out of 10 polled reporting they buy food to go from a quick service restaurant more than twice a month. Consumers tend to purchase take out meals and snacks less frequently at other types of establishments.

NRA's new study, *The Take Out Market*, is now available. It looks at

- who purchases take out meals
- when take out meals are purchased
- where take out meals are purchased
- why take out meals are purchased
- what is purchased for take out and
- general attitudes toward take out service.

The cost to NRA members is $25.00 (plus $2.50 shipping and handling). The cost to non-members is $50.00 (plus $5.00 shipping and handling). Residents of Washington, DC, and Illinois must add a six percent sales tax. Chicago, IL, residents must add an additional one percent sales tax, bringing their sales tax total to seven percent.

To order, contact the NRA, 311 First St., N.W., Washington, DC 20001 or call (800) 424-5156 or (202) 638-6100. Payment must accompany all orders. Credit card telephone orders are accepted. Please specify number CS935 when placing your order.

Frequency of purchasing take out

Frequency of purchase	**All establishments**	**Fast food places***	**Table service restaurants***	**Grocery stores/ supermarkets***	**Convenience Stores***	**Delis***
Two or more times a month	56.0%	58.1%	27.8%	29.2%	22.8%	14.4%
Once a month or once every other month	20.4	25.0	22.9	17.4	17.7	20.2
Once every 6 months/ once a year	8.9	12.1	20.2	19.1	16.7	26.9
Never	14.7	4.8	29.1	34.3	42.8	38.5

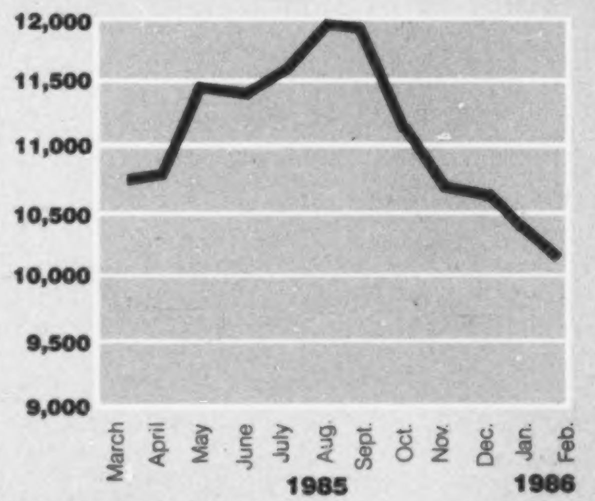
**Based only on those who purchase take out foods and beverages at least once a year.*

Source: *The Take Out Market*, National Restaurant Association, February, 1986.

Industry indicators

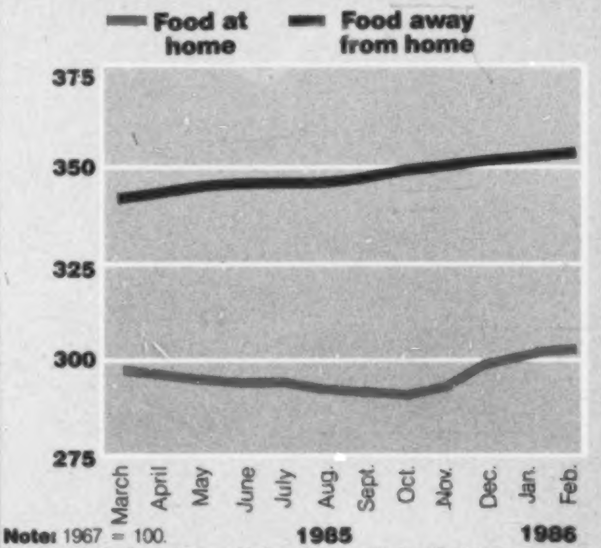
Changes in the economy directly influence restaurant industry performance. To help restaurateurs keep track of these changes, **NRA NEWS** *periodically publishes this report.*

Eating and drinking place sales
(in billions of dollars)



Note: Figures subject to revision.
Source: U.S. Department of Commerce, Bureau of the Census.

Consumer Price Index (CPI)
(Food at home vs. food away from home)



Note: 1967 = 100.
Source: U.S. Department of Labor, Bureau of Labor Statistics.

Industry index

Retail sales (millions)	**Feb. 1986**	**Percent change***	**Year-to-date Feb. 1986**	**Percent change***
All retailers	$99,685	4.3%	$205,244	5.6%
Eating and drinking places	$ 9,619	3.8%	$ 19,776	5.4%
Food stores	$21,640	4.0%	$ 45,342	5.2%

Note: Figures subject to revision.
Source: U.S. Department of Commerce, Bureau of the Census.

Consumer prices (Feb. 1986)	**Percent change***	**Percent change year-to-date***
Food away from home	3.7%	3.8%
Food at home	1.0%	1.6%
All items less food	3.5%	3.7%
All items	3.2%	3.5%

Source: U.S. Department of Labor, Bureau of Labor Statistics.

Eating place sales (millions)	**Dec. 1986**	**Percent change***	**Year-to-date Dec. 1986**	**Percent change***
Eating place sales	$9,885	1.8%	$120,727	5.3%
Real eating place sales	–	−2.0%	–	1.4%

Note: Figures subject to revision.
Source: U.S. Department of Commerce, Bureau of the Census; U.S. Department of Labor, Bureau of Labor Statistics; NRA.

Employment and earnings	**Jan. 1986**	**Percent change***
Total eating and drinking place employment	5,535.3**	4.8%
Nonsupervisory employment	5,030.2**	4.3
Average weekly hours	25.0	nc[1]
Average hourly earnings	$4.39	0.4
Average weekly earnings	$109.75	0.4

[1] no change
*Percent change is from prior year.
**Thousands
Source: U.S. Department of Labor, Bureau of Labor Statistics.
Note: Figures subject to revision.

Other economic indicators

	1985/1986 Quarter or month	**Percent change**
Real Gross National Product (GNP)	IV quarter	0.7%
Personal income	December	1.2%
	January	−0.1%
	February	0.6%
Disposable personal income	December	1.2%
	January	0.4%
	February	0.6%
Personal consumption expenditures	December	1.9%
	January	−0.4%
	February	0.3%
Civilian unemployment rate*	December	6.9%
	January	6.7%
	February	7.3%

**Percentage indicates actual unemployment rate*
Note: Figures subject to revision.
Sources: U.S. Department of Commerce, Bureau of Economic Analysis; U.S. Department of Labor, Bureau of Labor Statistics.

How's business?

by Anne Papa

1

NEW ENGLAND

Location: Danbury, CT
NRA member: William Doyon
Operation: The Charter Oak Room
Profile: Fullservice restaurant in an inn
In business: 12 years
Seats: 165
Meals served: Breakfast, lunch, dinner

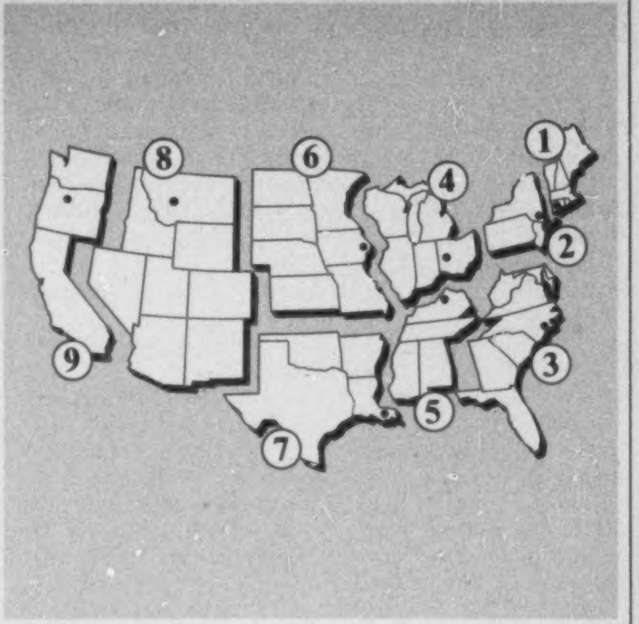
"Business has been soft," reports **William Doyon,** vice president and general manager of the Ethan Allen Inn, which operates The Charter Oak Room. Although a steady influx of corporate growth has kept Danbury immune from economic fluctuations, this year a much larger force, the weather, has caused business to lag. "Winter just seems never-ending," laments Doyon.

Business people continue to make up the bulk of the clientele at The Charter Oak Room. The country French decor—all furnishings, even the wallpaper, are provided by Ethan Allen, Inc. Furniture Co., which owns the hotel—and a solarium for outdoor dining create a pleasant atmosphere conducive to business discussions. The menu is an eclectic blend of international cuisines, with items such as fettuccine pesto and shrimp scampi listed side by side with duck breast sauvignon, veal oscar and prime ribs.

2

MIDDLE ATLANTIC

Location: Philadelphia, PA
NRA member: Carol Delancey



Operation: Frog
Profile: Fullservice restaurant
In business: 13 years
Seats: 210
Meals served: Lunch, dinner

"Ten years ago, competition was not a factor in running a restaurant in Philadelphia," observes **Carol Delancey,** vice president of operations for Frog. "Now we've become a restaurant city. Competition is fierce."

But, by remaining on "the cutting edge," Frog has been able to hold its own among Philadelphians. An elegant atmosphere with Asian overtones, an experimental kitchen, and a menu that changes with the seasons all have contributed to Frog's popularity.

Having a name that is a bit out of the ordinary helps as well. Frog is named after New York's famed La Grenouille Restaurant, a favorite of the owners.

In the spring, diners will be able to order from a special "tastings" menu that will feature half portions of items on the regular menu.

3

SOUTH ATLANTIC

Location: Southport, NC
NRA member: Skip Fry
Operation: Bald Head Island Inn
Profile: Fullservice restaurant
In business: 7 years
Seats: 96
Meals served: Breakfast, lunch, dinner

To enjoy a meal at the Bald Head Island Inn, customers really have to want to get there. The only access to Bald Head Island, where the inn is located, is via ferry. As a result, the Bald Head Island Inn caters mostly to island residents and seasonal tourists.

That's exactly how it should be, says general manager **Michael Paul.** "Bald Head Island has been a well-kept secret for many years," he says. "Now tourists are discovering how beautiful it is. The restaurant, which re-opened for the season in early March, is as busy as it could possibly—or desirably—be."

Since the restaurant sits a mere 20 feet from the Atlantic Ocean, it is no wonder that seafood is the specialty of the house. Grouper and blackened snapper, as well as shrimp and crab Norfolk, are big favorites. And guests enjoying dinner at the Bald Head Island Inn can witness a spectacle that is rare on the East Coast—the sun *setting* over the Atlantic Ocean, to the west of the island.

4

EAST NORTH CENTRAL

Location: Lima, OH
NRA member: Kay Wende
Operation: The Huddle Restaurant
Profile: Fullservice family restaurant
In business: 46 years
Seats: 65
Meals served: Breakfast, lunch, dinner

For the first time since her father opened The Huddle Restaurant in 1941, **Kay Wende** says the restaurant has experienced a downswing in business. "Ironically, the economy has improved in Lima," she says. "Perhaps now that people have a little bit more money they're going to more upscale restaurants."

But Wende is not worried because The Huddle still does a high volume of business. Certainly, the restaurant is a destination point for pie enthusiasts from miles around—a total of 27 pie varieties are baked fresh daily at The Huddle.

Homemade soups are also a house specialty, with five varieties served daily. And many of the items on The Huddle's menu are prepared with little or no salt. "We're close to a hospital, and we have a lot of older customers," explains Wende. "Many of these customers have eaten three meals a day here for the past 41 years. They appreciate knowing our food is prepared with their diets in mind."

5

EAST SOUTH CENTRAL

Location: Covington, KY
NRA member: Leslie Keller
Operation: The Conservatory
Profile: Fullservice restaurant
In business: 10 years
Seats: 150
Meals served: Lunch, dinner

This past winter, The Conservatory closed for two months for re-modeling. It has since reopened with an exotic decor, a new and adventurous chef and a series of promotions designed to lure customers. "We've had a high volume of business since reopening," says **Leslie Keller,** assistant dining room manager. "A lot of business people are coming in, both from Covington and from nearby Cincinnati."

As its name suggests, The Conservatory is filled with flowers. The menu features seafood, which is flown in daily, items prepared tableside, such as Caesar salad, and an entire "light menu" for health-conscious customers. Business-building promotions since the reopening have included parties to celebrate big sports events, where the bartender dressed like a concessionaire hawked hot dogs and beer. Of course, assures Keller, something big is in the works for the Kentucky Derby.

6

WEST NORTH CENTRAL

Location: Maryland Heights, MO
NRA member: Ann Noble
Operation: The Pasta House Company
Profile: Fullservice restaurant
In business: 3 years
Seats: 120
Meals served: Lunch, dinner

According to manager **Ann Noble,** The Pasta House Company is doing a solid business, thanks to a location near the St. Louis, MO, airport and Westport, a thriving business district just outside of St. Louis.

The Pasta House Company is a franchise unit with headquarters in St. Louis, and the house specialty is—what else?—pasta, with six different types of noodles served under a wide variety of toppings. A popular specialty is pasta con pesto—egg and spinach noodles served with a butter, garlic and fresh basil sauce.

Regular customers save plenty of room for the restaurant's famous "strawberry cheesecake ice cream supreme dream," which contains every ingredient mentioned in the name and then some. The restaurant has a fresh look to complement its fresh ingredients, with butcher block tables, brass chairs, and green and rose accents.

7

WEST SOUTH CENTRAL

Location: New Orleans, LA
NRA member: John Rotonti
Operation: Felix's
Profile: Fullservice restaurant
In business: 40 years
Seats: 160
Meals served: Breakfast, lunch, dinner

Business traditionally slows down in New Orleans during the weeks following Mardi Gras and Easter. But **John Rotonti,** owner of Felix's, says business has maintained a higher-than-normal pace this year. "We've had wonderful spring weather, which accounts for much of our steady business," he surmises.

Felix's is located in the heart of the French Quarter, so the outside of the restaurant is decorated with the ironwork typical of the area. Inside, the first thing customers notice is the long raw oyster bar. "It's the longest in the city," boasts Rotonti. Not surprisingly, Felix's specializes in oysters—fried, broiled, brochette, Rockefeller, Bienville. In addition, the menu features such New Orleans favorites as seafood gumbo, crawfish etouffe and fresh seafood of all types.

8

MOUNTAIN

Location: Helena, MT
NRA member: Charles Jorgenson
Operation: Jorgenson's Holiday Restaurant
Profile: Fullservice family restaurant
In business: 28 years
Seats: 160
Meals served: Breakfast, lunch, dinner

Charles Jorgenson, owner of Jorgenson's Holiday Restaurant, has seen business in his restaurant and adjoining motel decline 30 percent. Montana's three major industries—lumber, mining and agriculture—are all down. In addition, gas prices in the past few years have kept tourists from coming to the state, but Jorgenson is optimistic about a general upturn this year. "The decreasing gas prices should help us get some of our tourists back," he hopes.

The majority of Jorgenson's customers are loyal regulars and customers who have heard about the restaurant in Helena.

The menu changes daily. One day it might feature short-ribs and homemade apple pie, while the next day it might include pork chops, homemade clam chowder and rum chiffon pie—a house specialty.

9

PACIFIC

Location: Portland, OR
NRA member: Alan Jakobs
Operation: The Carnival
Profile: Family cafeteria
In business: 35 years
Seats: 160
Meals served: Lunch, dinner

"Many restaurants in Portland have been adversely affected by the economy," observes **Alan Jakobs,** manager of The Carnival. "However, since we are a relatively inexpensive family restaurant with ample downtown parking, we've been doing a steady business."

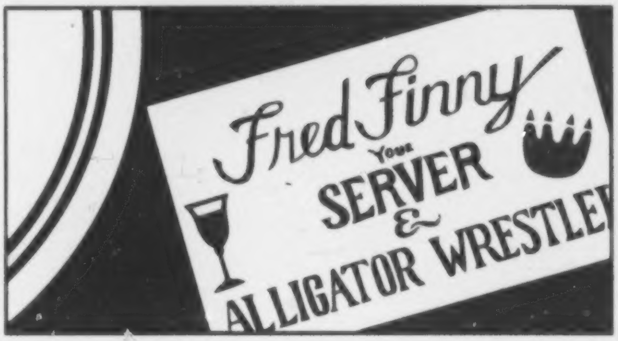
As the name implies, a red and white carnival motif is predominant throughout the cafeteria. Children delight in highchairs shaped like animals, murals of circus scenes on the walls and gingerbread figure cutouts provided with their meals.

Everyone enjoys the house specialty—hamburgers, prepared with different toppings and cooked to order, says Jakobs.

Soups, salads and deli items are also featured, as are fresh pastries baked daily on the premises.

FOOD FOR THOUGHT

Something to remember them by



Some servers are leaving a little something extra with customer bills—a tip card.

Tip cards are business cards developed for restaurant servers: They carry the server's name and a hand-picked design, such as a wine bottle, a romantic scene or an ornate "thank you."

The idea was conceived by two servers who expanded their own success with the cards into a healthy business. In only six months, The Pressure's On tip card company in Denver, CO, has sold more than 1,500 sets. According to co-owner Katy Gallagher, the reason for the success is "bigger tips and repeat customers."

Some servers with dual careers find that the cards can do double duty by listing both occupations, such as bartender-architect or server-dancer. One such dancer landed a teaching job in a summer festival because a customer carried her card home.

—TABLES

I'll have two beers and a teddy bear, please

Vin
de
Teddy Bear

The move to demystify American wine has made it to the wine label. No more unpronounceable names for some of the California winemakers. Instead, they have decided to christen some of their more moderately priced selections ($5–10) with such unforgettable names as Refrigerator White (Pat Paulsen Vineyards), Garlic Dinner Wine (Rapazzini Winery), Spaghetti Red (Haywood Winery), Planet of the Grapes (Rombauer Vineyards), Wineburger Zinfandel (Lytton Springs Winery), Old Dog Red (David Bruce Winery) and Teddy Bear and Bunny Rabbit (Sebastiani Winery).

Although most of these wines are not big commercial ventures, according to Rory Callahan, director of the Wine Institute, NY, "They are a way of having a little fun. They're wines that the winemaker has a special affection for."

In some cases, so does the public. Garlic Dinner Wine, a white wine fermented with crushed garlic, won a gold medal in 1984 at the Los Angeles Wine Fair. And Planet of the Grapes, premium Merlot and Chardonay wines, started out as homemade wines to cut back on the family's wine bill, but soon became a serious business.

—USA TODAY

Customer gripes

According to Gallup's annual report on eating out, customers are most turned off by poor service, with 83 percent of the respondents objecting.

Other pet peeves are
- loud music—64 percent
- slow service—61 percent
- too dark—57 percent
- tables too close—46 percent and
- no non-smoking section—36 percent.

—USA TODAY

Chicken soup—a PR remedy?

When Mount Sinai Medical Center came down on the side of grandmothers in the late 1970s by releasing a study that confirmed chicken soup has therapeutic merit, it made headlines. The study, published in *Chest* magazine, said hot chicken soup helps clear stopped-up nasal passages.

Rx!
MT. SINAI'S
CHICKEN SOUP

Now the hospital is in the news again because it has decided to put money on its idea. Earlier this year, Mount Sinai began distributing its private label chicken soup stock, made by Manischewitz Food Products Corp. Although its first run was only 12,000 cans, the move has proven unsurpassed as an attention-getter. The story on the hospital's soup has been carried by broadcast stations, newspapers and magazines across the country.

—USA TODAY

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Best of all, NRA publications have the answers, techniques and checklists which will help you avoid costly mistakes. Order NRA publications *today*. Be prepared *tomorrow*. The success of your business could depend on it.

Building Profits *Controlling Costs, Discovering Profits Centers and Targeting Market*—**Building Profits** focuses on your major concern. Through analyzing control systems, exploring new profit centers and targeting potential markets, you will find additional profit opportunities which can make a sizable addition to your current financial situation. **Building Profits** brings together many of the best articles which originally appeared in *NRA NEWS*, the National Restaurant Association's monthly magazine. **MG280,** 100 pgs., soft-cover book, 1985, **$14.95**

Restaurant Industry Operations Report '85 This is a 1985 state-of-the-industry look at financial operating data of full and limited-menu tableservice restaurants, fast food operations and cafeterias. Operations are profiled by restaurant type, location, organizational structure and sales volume. There are separate sections for those restaurants serving alcoholic beverages and those serving non-alcoholic beverages. **CS955,** 80 pgs., soft-cover book, 1985, **$19.00 members, $38.00 non-members**

Edited Transcript

The Crisis in Product & Service Liability Liability, the issue most on your mind is subject of this current NRA publication. **The Crisis in Product and Service Liability** offers an in-depth analysis of the crisis—how it affects the restaurant industry, who the major players are and what your options are today as well as what they are likely to be in the near future. If your operation is threatened by the crisis, don't miss this publication. **MG567,** 72 pgs., soft-cover book, 1986, **$9.95**

New Research

The Take Out Market Take out foods and beverages are becoming popular as consumers seek alternatives to preparing meals at home. This new NRA consumer research study explores the take out market—who's ordering, with what frequency and where customers make their purchases. In addition, the study examines why consumers opt for take out meals and ascertains general attitudes toward take out purchases. **CS935,** 140 pgs., soft-cover book, 1986, **$25.00 members, $50.00 non-members**

1985 Edition

Executive Compensation and Benefits in the Foodservice Industry Base salary, bonuses, incentives, profit sharing and other benefits are detailed for 29 positions in foodservice management. Tabular information, structured similarly for all positions, breaks down data by type of restaurant, organization and ownership, as well as scope of operation and sales volume. **CS155,** 63 pgs., soft-cover book, 1985, **$20.00 members, $40.00 non-members**

Facilities Operations Manual This complete manual outlines the details for facility construction. Easy-to-follow chapter breakdowns include building structures, building systems, foodservice equipment and an energy cost analysis. **MG573,** 175 pgs., 3-ring binder, 1986, **$13.95 members, $19.95 non-members**

Conducting a Feasibility Study for a New Restaurant A do-it-yourself handbook for conducting a feasibility study. This book will take the guesswork out of finding a successful location for your restaurant. It will show you how to conduct a demographic support survey and evaluate the various factors that can determine whether a restaurant concept will work in a given area. **CS979,** 130 pgs., soft-cover book, 1983, **$12.50 members, $25.00 non-members**

Wine & The Bottom Line *By Edmund Osterland* Wine sales can represent an enormous profit center for your operation. This book will show you how to cash in on those profits through planning, pricing and consumer education. Osterland also details a training program to help you teach your staff the intricacies of selling. After completing this book you will be serving wine for greater profit. **WL913,** 80 pgs., soft-cover book, 1980, **$9.95**

Uniform System of Accounts for Restaurants Prepared by the accounting firm of Laventhol & Horwath, this NRA best-seller presents a complete, easy-to-use record-keeping system for foodservice operations. Filled with exhibits, from balance sheets to salary and wage control reports, this book has been written with the needs of smaller restaurant operators in mind. **MG936,** 160 pgs., soft-cover book, 1983, **$14.95**

National Restaurant Association publications will show you how.

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National Restaurant Association 311 First Street, NW, Washington, DC 20001

JUNE/

JULY

1986

National Restaurant Association
Vol. 6 ☐ No. 6 ☐ June/July 1986

A8200-1

NRA NEWS

TOO
HOT
NOT TO HANDLE!
1986 NRA Show: The Foodservice Marketplace
BAR EQUIPMENT
BARBECUE MACHINES
BASKETS, BREAD & ROLL
BATHROOM ACCESSORIES
BEDS
BEDSPREADS & BLANKETS
BEVERAGES
BEVERAGES, CONCENTRA
BISCUITS, FANCY & SODA
CHAIRS
BAKED GOODS, FRESH
BAKERS EQUIPMENT
BAKING INGREDIENTS
BAKING SUPPLIES
BALLOONS
BANQUET SERVICE EQUIPMENT
CUPS, DISPOSABLE
CUPS, THERMAL
CURTAINS & FIXTURES
FISH, FRESH & FROZEN
FISH, SMOKED
FLATWARE CARTS
FLATWARE, DISPOSABLE
Sit
CLOCKS
COASTERS, BEVERAGE
COFFEE
COOKWARE
COOKING OILS
COOLERS, BEVERAGE

NRA MEETINGS

Seminars

Basic Foodservice Courses

Dining Room Management

8/19	Annapolis, MD
8/21	Lansing, MI
9/8	Houston, TX
9/10	Oklahoma City, OK
9/15	Atlantic City, NJ

Dining Room Management: Sales and Service

8/20	Annapolis, MD
8/26	Lansing, MI
9/9	Houston, TX

Kitchen Management

8/4	St. Paul, MN
8/6	Kansas City, MO
8/18	New Orleans, LA
8/25	Orlando, FL
9/9	San Diego, CA
9/11	Tucson, AZ
9/16	Atlantic City, NJ
9/24	Providence, RI

People-Power and Profits

9/8	Minneapolis, MN
9/30	Annapolis, MD

Tools for Training

7/22	Danbury, CT
7/24	Burlington, VT
8/11	Charlotte, NC
9/10	New Orleans, LA

Food Production Courses

Perfecting Your Culinary Skills

8/5	Columbus, OH
8/19	Manchester, NH
9/16	Grand Rapids, MI

Simplified Baking Workshop

8/12	Pittsburgh, PA
9/9	Chicago, IL
9/23	Denver, CO

Soups and Sauces

8/11	Madison, WI
8/12	Omaha, NE

Foodservice Management Courses

Banquet Management

8/7	San Francisco, CA
9/15	Toronto, Ontario, Canada
9/29	Knoxville, TN

Beverage Management

7/29–30	Austin, TX
8/12–13	Alexandria, VA
9/15–16	Atlantic City, NJ
9/23–24	Milwaukee, WI

Employee Motivation

9/16	Atlantic City, NJ
9/18	Cincinnati, OH

Food Cost Management

8/5	Tacoma, WA
8/19	Montgomery, AL
9/9	Columbia, SC
9/16	Lexington, KY
9/18	Westchester, NY

Foodservice Operators' Legal Workshop

9/15	Atlantic City, NJ
10/14	Richmond, VA

Menus that Sell!

8/12	Charleston, WV
9/22	Lancaster, PA

Negotiating for, and Financing, Foodservice Facilities

8/4–5	Detroit, MI
8/25–26	New York, NY

Off-Premises Catering

8/5–6	Philadelphia, PA
9/9–10	Baltimore, MD

Operational Analysis

8/12–13	Newark, NJ

Planning Successful Buffets

8/5	Anaheim, CA
8/18	Cincinnati, OH
9/3	Atlanta, GA

Real Estate and Restaurant Site Selection

8/6–7	Denver, CO
9/8–9	Nashville, TN

Restaurant Design and Facilities Planning

9/17–18	Vienna, VA

Stress and Foodservice

8/6	Boston, MA
9/8	Springfield, VA
9/24	Greensboro, NC
9/29	Columbus, OH

Planning and Implementing Restaurant Marketing Strategy

9/9–10	Seattle, WA

Study Group Meetings

Large Independent Operators (LIO)

8/20–22	Toronto, Ontario, Canada

Internal Audit

9/16–19	San Francisco, CA

MIS (formerly EDP)

10/14–17	Monterey, CA

Financial Officers

10/15–17	Williamsburg, VA

Tax Executives

10/15–17	Williamsburg, Va

Quality Assurance

10/22–24	Boston, Ma

Market Research

October	Scottsdale, AZ

Marketing Executives

October	New York, NY

Foodservice Purchasing Managers

October	San Francisco, Ca

MAECO

October	San Diego, CA

For more information on specific study groups, contact Phillip Kralovec, (312) 853-2525.

National Conferences

National Conference on Marketing, Advertising and Promotions

8/17–20	Chicago, IL

Eleventh Annual California Wine Workshop

9/29–10–2	Monterey, CA

National Conference on Catering

11/16–19	New Orleans, LA

Independent Foodservice Operators' Conference

1/18–21/87	San Francisco, CA

National Conference on Computers in Foodservice

3/8–11/87	Dallas, TX

For more information, contact
NRA Education Programs
311 First Street, N.W.
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NRA NEWS

Vol. 6 No. 6 June/July 1986

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Word Processing Operators
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Riley Stern

Editorial offices
and NRA headquarters
311 First Street, N.W.
Washington, DC 20001
(202) 638-6100

Chicago offices
150 North Michigan Avenue
Suite 2000
Chicago, IL 60601
(312) 853-2525

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PRESIDENT'S REPORT

G. "Jim" Hasslocher
President
Frontier Enterprises
San Antonio, Texas

At the Annual NRA Membership Meeting during the NRA Show in Chicago, I was deeply honored to be elected Chairman of the Board and President of the National Restaurant Association. My major objective during my 12-month term is to begin implementation of the five-year strategic plan, which received final approval during that same meeting.

Board restructured

This plan calls for reorganization of the association's Board of Directors. Foodservice is a very diversified industry. It includes firms large and small, and it includes companies in every state. We intend to enlarge the Board to ensure all operators have a voice in deliberations.

Beginning in 1987, the NRA Board will include

- one director from each state including the District of Columbia
- up to 15 directors from multi-unit operations
- nine directors at large
- three officers
- two exchange directors from the American Hotel & Motel Association.

Show draws record crowd

The size and scope of our industry was evident at the NRA Show, which is recreated for you in this issue of ***NRA News.*** More than 100 thousand foodservice men and women attended the Show, visited the acres of exhibits and participated in the educational programs and events. This tremendous turnout suggests that our industry is prospering and preparing for future growth.

Of course, the very prominence of the industry draws the attention of journalists, consumer activists and government officials. Many would like to change the laws and regulations which govern our operations. That is why it is more important than ever that we work together, through NRA, to advance our own interests.

Tax bill helps and hurts

We are pledged to continue the battle for tax equity. The Senate has passed its version of the Tax Simplification bill. Although this bill has to be reconciled with the House version, it is already certain that the final legislation will include both positive and negative provisions for our industry.

The tax rate for most corporations will be lower. The Targeted Jobs Tax Credit (TJTC), which provides a tax credit for hiring from among designated disadvantaged groups, will be renewed. The deduction for business meals, however, will be reduced by 20 percent.

NRA will monitor the effect of this last provision when it becomes law—probably on January 1, 1987. Armed with documentation of the adverse effects experienced by our industry, we will seek corrective legislation from the next Congress.

NRA denounces mandatory labeling

The association continues to fight labeling requirements for any segment of the foodservice industry. A petition which would have required ingredient labeling on fast food and take-out wrappers was opposed by NRA and finally rejected by the U.S. Department of Agriculture.

Next, legislation was introduced in both the House and Senate which would require ingredient labeling on packaged food, and NRA is lobbying against these bills on Capitol Hill and in the media. We have argued persuasively that ingredient labeling on wrappers is totally impractical in foodservice operations and that individual companies should be allowed to develop the right vehicles for conveying ingredient information to customers who need it.

NRA sponsors new holiday promotion

On a happier note, Grandparents Day will be celebrated on Sunday, September 7. Last year 20 percent of all Americans dined out on this new holiday. NRA will conduct a media campaign to remind people to celebrate the event.

Shortly, you will receive a mailing containing a sample poster and table tent to help you promote the holiday. The mailing will also include a special issue of ***PRO-MOTION,*** full of ideas for your Grandparents Day activity. Order your posters and table tents. Plan your promotion, and help make dining out an important part of this new American holiday.

NRA offers new seminars

NRA has added two new seminars to the list of educational programs offered in locations near you. *Sale and Service* shows owners and managers how to design and implement a system which helps build sales through better service. *Stress and Foodservice* teaches attendees how to manage the pressures of their operation and how to keep these pressures from affecting performance.

For more information on NRA's extensive offering of seminars and conferences, call the Education Program Department at the association's Washington headquarters.

NRA surveys wage rates

Because labor costs and labor shortages are major concerns for most operators, the association is conducting a major survey to determine average wage rates for hourly employees. This survey is designed to provide much-needed information about these problems.

If you receive a special mailing asking you to participate in this survey, please take the time to fill out the questionnaire. By October 1986, NRA will be able to provide you with a report on the average wages by occupation for your region and state.

During May and June, 469 foodservice operators and allied suppliers became members of NRA. We welcome you. Your participation in NRA will make your business grow and make your association functions more effectively on your behalf.

Sincerely,

G. Jim Hasslocher

G. "Jim" Hasslocher
President and Chairman of the Board

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Cover Story: NRA Show Overview

9 Jam-packed with people, events and information, this year's Show was the largest ever. To give you a taste of the excitement, our Show "scrapbook" takes you for a walk through the Show—the exhibits, new products, special events and other highlights. We also go behind the scenes to give you a special inside view of the Hot Food Competition—and the NRA Wine Classic, plus an upclose look at three of the informative educational sessions. In addition, this Show report issue includes "spin off" articles generated by interest on the Show floor.

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Cover photograph by Gary Landsman

SHORT ORDERS

NRA publishes nutrition guide

Are you interested in promoting nutritious food, but don't know where to begin? NRA's new publication, *A Nutrition Guide for the Restaurateur,* provides practical information on incorporating nutrition into a foodservice operation, including a chapter on marketing. The handbook examines the role of nutrition in health and disease and focuses on major issues of consumer concern—calories, fat, cholesterol, sodium and fiber. Guidelines for modifying menus and recipes to appeal to the nutrition-conscious consumer are included. The appendices list nutrient information on select food items.

A Nutrition Guide for the Restaurateur is available to members for $15 (plus $2 shipping and handling.) The cost to non-members is $30 (plus $3 shipping and handling.) Residents of Washington, DC, must add a six percent sales tax, and Illinois residents must add an additional one percent sales tax, bringing their sales tax total to eight percent.

To order, contact NRA, 311 First St., N.W., Washington, DC 20001 or call (800) 424-5156 or (202) 638-6100. *Payment must accompany all orders.* Credit card telephone orders are accepted. Please specify number CS 983 when placing your order.

Susan Mills, director of NRA's research department, introduced NRA's new nutrition book at the Show.

We are winners!

NRA NEWS won two awards in the sixth annual Society of National Association Publications Editorial and Graphic Awards Competition, which judged more than 300 submissions published in 1985.

The association magazine captured first place in the category of cover photography for its November 1985 issue on the problem customer. According to the judges, the cover is "a very witty depiction of a customer 'bent out of shape.' A clever concept artfully executed and photographed. . . . The most creative photographic execution of a well thought out idea."

Also honored was the cover story in that issue, which won second place in the feature writing category.

NRA NEWS name change scheduled for August

Yes, the *Wall Street Journal,* June 5, 1986, article on NRA was correct, the ***NRA NEWS*** is changing its name to ***RESTAURANTS USA.*** The name change will take place with the August 1986 issue. "The name change reflects the growth in prominence and position of your association magazine," explains NRA Executive Vice President Bill Fisher. Initiated nearly five years ago (October 1981) as a merger of three association publications, the ***NRA NEWS*** has grown into much more than a newsletter. ***RESTAURANTS USA*** will strive to provide you with the same in-depth coverage of industry trends, association activities and operational techniques you have grown to expect from the ***NRA NEWS.***

Educational council moves offices to NRA

At a press conference during the 67th NRA Restaurant, Hotel-Motel Show, G. "Jim" Hasslocher, Chairman of the Board and President of the National Restaurant Association (NRA), announced that the Council on Hotel, Restaurant and Institutional Education (CHRIE) will move its office to NRA's Washington headquarters, effective July 1, 1986.

CHRIE was founded in 1946 and currently represents more than 700 educators and hospitality industry professionals. The organization has long been respected as the leading association for professionals involved in the broad spectrum of hospitality careers. Its major purpose is to promote hospitality education in programs from high schools through universities.

According to Hasslocher, the move will promote a close relationship between industry educators, represented by CHRIE and foodservice operators represented by NRA. "The relocation of CHRIE to NRA'sheadquarters signifies a consolidation of both segments which will benefit the hospitality industry as a whole," Hasslocher said.

WASHINGTON REPORT

Tax bill strikes blow to foodservice

Despite all the efforts of the National Restaurant Association, its members and other industry supporters, the Senate's final version of the tax bill struck a blow to foodservice. After 18 months of intense debate—first at the Treasury Department, then at the White House and finally in Congress—the Senate approved a tax bill that would limit the deductibility of business meal and entertainment expenses to 80 percent.

The final showdown on business meals came as a bitter disappointment to NRA, since the industry almost won full deductibility during Senate Finance Committee markup. Preserving 100 percent deductibility was a major NRA legislative priority this year, and NRA President G. "Jim" Hasslocher said the 80 percent limit "will make a mockery of tax fairness.

"Our industry simply wants to be on equal footing with other firms which compete for business marketing dollars, but Congress is telling us that our services are only 80 percent legitimate."

The Senate finished work on its bill on June 24 and voted 97–3 to send the measure to a House-Senate conference, where differences between it and the House-approved H.R. 3838 will be ironed out. Since the House and Senate bills are virtually identical in the business entertainment area, the final bill that goes to the President must contain the 80 percent limit.

Efforts to preserve 100 percent deductibility were nearly successful in early May when the Finance Committee put the finishing touches on the Senate's tax reform bill. Committee members William Armstrong (R-CO) and Daniel Patrick Moynihan (D-NY) offered an NRA-backed amendment to retain the current deduction while tightening substantiation requirements for business entertainment. The amendment failed on a 9–9 tie vote, with two senators abstaining. A majority vote was needed to carry the amendment.

NRA planned to take the issue to the Senate floor and hoped that an amendment preserving full deductibility would be offered there. Sens. Paul Laxalt (R-NV) and Daniel Inouye (D-HI) were prepared to introduce such an amendment but decided after discussion with other senators that the votes were not there for it to pass.

Both Laxalt and Inouye called on the Finance Committee to monitor the effect of the 80 percent deduction on the foodservice and entertainment industries. "Over the next year we intend to watch the effects of this provision very closely," Inouye said.

NRA will now work for technical changes to clear up confusion surrounding new compliance language included in the business meal provision. NRA would also like to see Congress accept the Senate bill's starting date for tax reform. Under the Senate bill, the 80 percent limit would be effective Jan. 1, 1987; under the House bill, the effective date would be Jan. 1, 1986.

What Congress is about to do to the restaurant business is enough to make you lose your appetite

Despite the massive mailgram attempt (almost 7,000 concerned show-goers sent mailgrams to Congress), the bill limiting meal deductibility passed the Senate.

Congress to consider fast food labeling

Sen. John Chafee (R-RI) and five of his Senate colleagues have introduced the "Fast Food Ingredient Information Act of 1986" (S. 2446) to require labeling for packaged foods sold by franchised chains with 10 or more units. A similar bill (H.R. 4935) was introduced in the House by Rep. Stephen Solarz (D-NY) and 14 other representatives, but, unlike the Senate bill, it permits substituting a prominent point-of-sale display that provides ingredient information.

Both Chafee and Solarz believe that mandatory ingredient labeling would ultimately result in improved public health.

H.R. 4935 and S. 2446 resemble petitions filed last year with the U.S. Department of Agriculture (USDA) and the Food and Drug Administration (FDA) by the Center for Science in the Public Interest (CSPI). USDA rejected CSPI's petition for mandatory labeling, citing problems in enforcing such regulations and the difficulties and high costs of industry compliance. FDA has not yet responded to the petition.

Although the National Restaurant Association believes consumers have a right to know what is in the food they eat, it also believes mandatory labeling is an unwieldy and unenforceable way to provide such information. Because ingredient information can be obtained through existing channels—through a call or letter to a restaurant's headquarters, for example—NRA believes mandatory labeling is unnecessary.

—Jay Morris
—Denise Roach

THE BOARD ROOM

Hasslocher names new committee chairmen

One of the first acts of incoming NRA Chairman of the Board and President G. "Jim" Hasslocher (Frontier Enterprises, San Antonio, TX) was to appoint new chairmen to the board-level committees that will direct the activities of NRA for the year 1986–87. The following NRA directors will serve as chairmen of NRA's seven standing committees.

- **Audit Committee: Harris "Bud" Rusitzky** (Serv-Rite Food Service and Consulting Corporation, Pittsford, NY)
- **Bylaws Committee: Donald H. Clinton** (Clinton's Restaurants, Inc., Los Angeles, CA)
- **Executive Committee: G. "Jim" Hasslocher**
- **Finance: NRA Treasurer Jim L. Peterson** (Whataburger, Inc., Corpus Christi, TX)
- **Investment: Robert M. Rosenberg** (Dunkin' Donuts, Inc., Randolph, MA)
- **Nominating: James A. Collins** (Collins Foods International, Inc., Los Angeles, CA)
- **Pension: John F. Cauley, Jr.** (Friendly Ice Cream Corporation, Wilbraham, MA).

Directors selected to chair NRA's eight operating committees are:

- **Communications Committee: Steve Elmont** (Creative Gourmets, Ltd., Boston, MA)
- **Convention Committee: Michael Hurst** (15th St. Fisheries, Ft. Lauderdale, FL)

G. "Jim Hasslocher" outlined NRA's new strategic plan at the NRA Show.

- **Education and Human Resources Committee: Jack L. Miller, Sr.** (Open Hearth Restaurant, Gatlinburg, TN)
- **Facilities and Technical Services Committee: John J. Kawa** (Johnny's Cafe, Omaha, NE)
- **Government Relations: John R. Farquharson** (ARASERVE, Division of ARA Services, Inc., Philadelphia, PA)
- **Political Action Committee: W.W. "Biff" Naylor** (Naylor Brothers Restaurants, Inc., Los Angeles, CA)
- **Political Education Committee: Richard E. Marriott** (Marriott Corporation, Washington, DC)
- **State Relations Committee: Stephen M. Huse** (Noble Roman's Inc., Bloomington, IN)

NRA membership elects new directors

During the annual membership meeting at the 67th NRA Restaurant, Hotel-Motel Show in Chicago in May, the following new directors were elected to the NRA Board:

- **Robert L. Barney,** Wendy's International Inc., Dublin, OH
- **Thomas A Kershaw,** Hampshire House Corp., Boston, MA
- **Robert A. Kozlowski,** Canteen Corp., Chicago, IL
- **Richard C. May,** Specialty Restaurants-Gilbert Robinson, Kansas City, MO
- **John C. Metz,** Custom Management Corp., Kingston, PA
- **William Naegele,** Restaurants No Limit, Inc., Minnetonka, MN
- **Richard H. Rodby,** Kemoo Farm Restaurant, Wahiawa-Oahu, HI
- **Charles F. Smith,** C.S. Goodberrys, Arvada, CO
- **Jack A. Sosebee,** Sosebee Company Restaurants, Dallas, TX

Also newly appointed are **Peter Kleiser,** Hilton Hotels Corp., Beverly Hills, CA, as an associate director and **William Frank,** Edwards Fine Food, Ltd., Nova Scotia, Canada and **Joaquin Vargas,** Wing's, Anahuac, Mexico as new international directors.

NRA President pledges to implement strategic plan

At his first official press conference following his election as Chairman of the Board and President of the National Restaurant Association, G. "Jim" Hasslocher announced that the major objective of his presidency will be to implement NRA's strategic plan. Hasslocher referred to the five-year strategic plan developed by a task force chaired by NRA Director Michael Hurst and approved during a special session of the Board in April 1986.

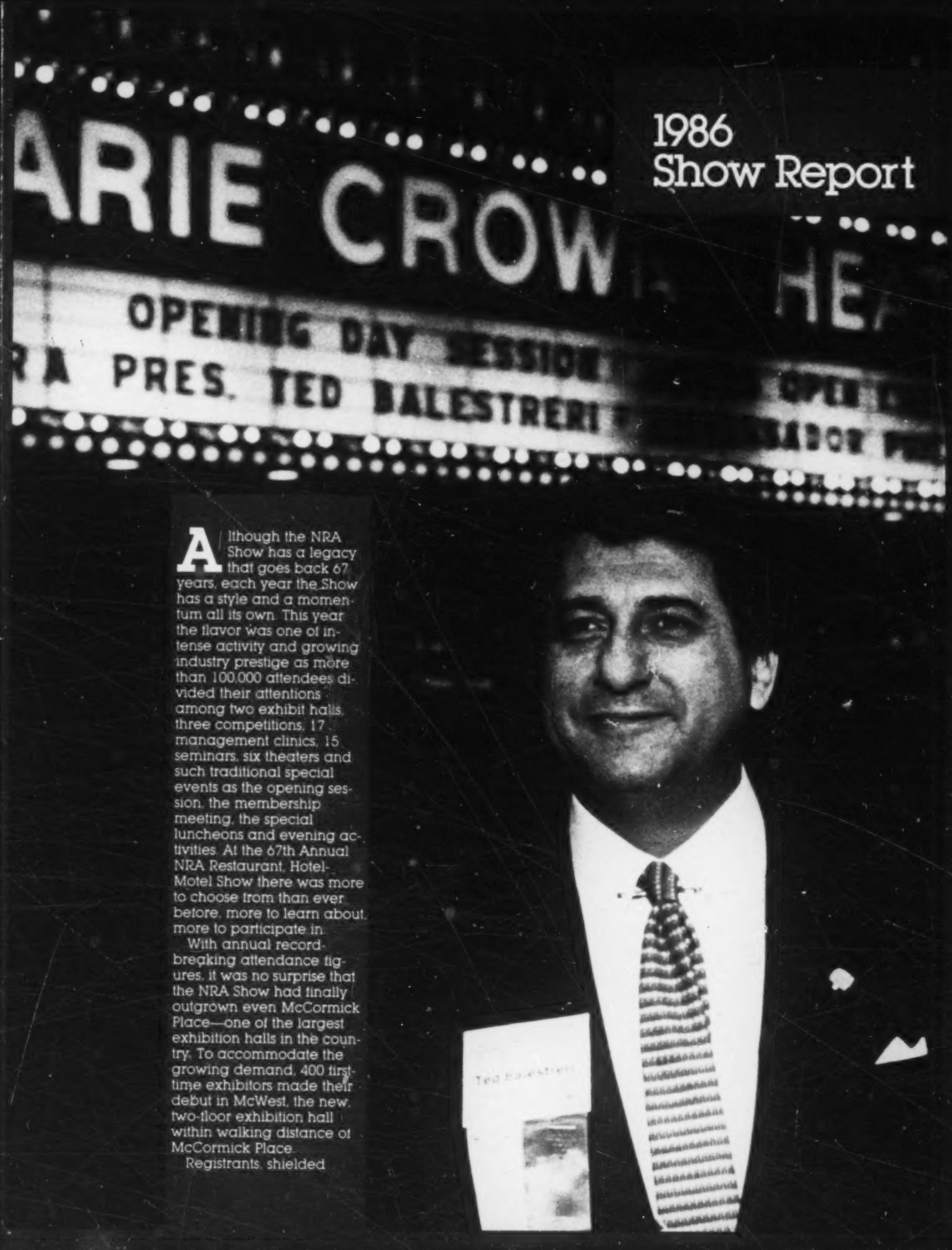
"The strategic plan has two major goals," Hasslocher said. "The first is to improve the machinery of policy making, and the second is to adjust our programs so they can meet the challenging conditions of the years ahead."

The plan outlined by Hasslocher calls for enlarging the Board of Directors, NRA's policy-making body, in order to increase its responsiveness to the association membership.

Also included are new programs in the areas of government affairs, communications, education and industry liaison.

—Dorothy Dee

1986
Show Report



Although the NRA Show has a legacy that goes back 67 years, each year the Show has a style and a momentum all its own. This year the flavor was one of intense activity and growing industry prestige as more than 100,000 attendees divided their attentions among two exhibit halls, three competitions, 17 management clinics, 15 seminars, six theaters and such traditional special events as the opening session, the membership meeting, the special luncheons and evening activities. At the 67th Annual NRA Restaurant, Hotel-Motel Show there was more to choose from than ever before, more to learn about, more to participate in.

With annual record-breaking attendance figures, it was no surprise that the NRA Show had finally outgrown even McCormick Place—one of the largest exhibition halls in the country. To accommodate the growing demand, 400 first-time exhibitors made their debut in McWest, the new, two-floor exhibition hall within walking distance of McCormick Place.

Registrants, shielded

from the blustering winds under a canopied walkway, divided their time between the two buildings not only to see, shop and discuss products and services but also to enjoy the three competitions that were taking place concurrently at the Show. At McWest, as crowds watched behind glass partitions, chefs competing in the final tryouts for the 1988 U.S. Culinary Team worked against the clock to complete world-class meals that would win the favor of the six competition judges. Even as the judges deliberated, groups of Show participants passed judgment of their own as they ate the delicacies at umbrella-covered tables. The fee at this first-ever sampling was $10 per person while seats lasted.

Only aisles away were the exquisite displays for the 16th annual NRA Culinary Arts Salon, the three-day competition, which each year continues to push the boundaries of foodservice beyond what is practiced in kitchens across the country. Operators with notebooks and cameras in hand studied the artistic entries for ideas to incorporate into their own presentations.

Back in the main building, the NRA Wine Classic returned this year to judge Sauvignon Blanc, Seyval Blanc and two kinds of Zinfandel wines. In a specially-constructed, glass-enclosed area a panel of blue-ribbon judges evaluated the merits of the wines while groups of spectators watched. Later attendees took part in a wine tasting of their own, matching their palates against those of the pros.

The opening day program, always a special attraction, this year featured outgoing NRA President Ted Balestreri, who in his inimitable style recalled the high points of his year, pausing to consider battles won and issues still to be fought. Sharing the podium with him was Philip C. Habib, America's ambassador-at-large, whose to-the-point comments won the admiration of the foodservice audience.

Of special note, too, was the annual membership meeting where the 1986 NRA officers officially took over the association reins: G. "Jim" Hasslocher as chairman of the board and president, Michael J. Grisanti as vice president and Jim L. Peterson as treasurer. Football great Mike Ditka delivered the general remarks at the meeting.

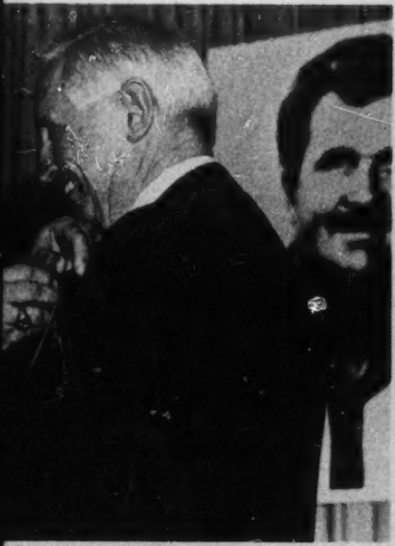
Also engaging were television news personality Diane Sawyer, who shared the spotlight with Velma Balestreri and other NRA first ladies at the First Ladies Luncheon, and four-star general Earl T. O'Loughlin who keynoted the Hennessy Awards Luncheon.

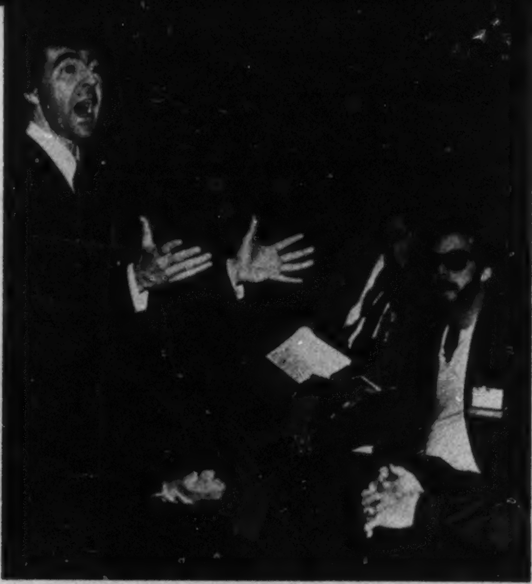
Reaffirming standards of excellence in all aspects of foodservice were the educational sessions, which looked at topics as different as charting future profits, home delivery and drug abuse in the workplace.

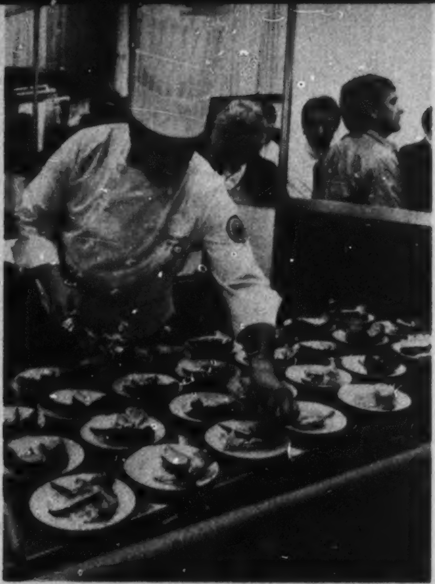
But it was not all work during the five days of the Show. After rounds of the exhibit floors and hours in educational programs, Show participants took a little time out to do what they enjoy best—visiting with their peers and swapping ideas informally. The Show's entertainment line-up offered plenty of opportunity for mingling—from the Grand Banquet which honored Jim Hasslocher to the Second Annual Political Education Fund Gala Dinner Dance to the convention capers.

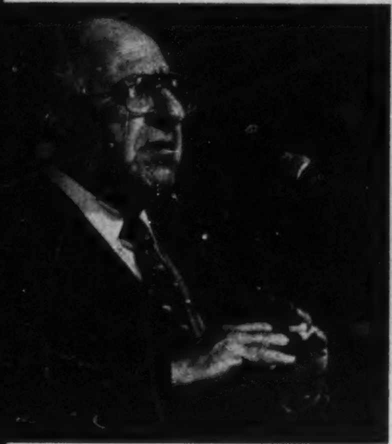
All in all, this year's Show registrants, who included 22 members of Congress and international guests from as far away as Australia, took away a first-hand glimpse of the opportunities that face foodservice today.

1 The Show attracted a record-breaking 101,130 attendees.
2 Ted J. Balestreri, 1985–1986 NRA President, turned over his office to his successor, G. "Jim" Hasslocher, at the Annual Membership Meeting.
3 Experts, celebrities and industry superstars presented more than two dozen educational programs at the Show.
4 Show attendees watched 29 contestants hard at work during the four-day hot food competition.
5 Philip C. Habib, America's ambassador-at-large and diplomat extraordinaire, was the guest speaker at the opening day ceremonies.
6 A dramatic ice sculpture carved from 20 tons of ice,
7 the Statue of Liberty welcomed show-goers to McWest.
9 Thirty of the nation's foremost wine experts evaluated three varietals at the NRA Wine Classic.
8 Hickam Air Force Base in Hawaii took top honors in the single-unit category of the Hennessy Awards.









The 1986 NRA SHOW SALUTES...
The Statue of Liberty

HOT FOOD COMPETITION

Chefs named to the U.S. team

National team

- **Lawrence T. Ryan***, Department head for culinary education, Culinary Institute of America, Hyde Park, NY
- **Mark Erickson***, Chef-manager, St. Andrew's Cafe, Culinary Institute of America, Hyde Park, NY
- **Hartmut Handke***, Executive chef, The Greenbrier, White Sulphur Springs, WV
- **Daniel Hugelier***, Executive Chef, Amway Grand Plaza Hotel, Grand Rapids, MI

Regional team

- **Thomas Catherall**, Executive chef, Cherokee Town & Country Club, Atlanta, GA
- **Carolyn Claycomb**, Proprietor/chef, Pates & Things, Columbus, OH
- **Siegfried Eisenberger***, Executive chef, Opryland Hotel, Nashville, TN
- **Ruben Foster**, Development pastry chef, Chicago, IL
- **Jeff Gabriel***, Executive chef, Grosse Pointe Yacht Club, Grosse Pointe, MI
- **David Kellaway**, Chef/instructor, Culinary Institute of America, Hyde Park, NY
- **Stacy Radin**, Pastry chef, Desserts International, Merioh, PA
- **Chris Northmore**, Executive pastry chef, Parker House, Boston, MA
- **Michael Russell**, Chef de cuisine, Travis Pointe Country Club, Ann Arbor, MI
- **Rudolph Speckamp**, Chef/owner, Rudy's 2900, Finksburg, MD

**1984 team members*

Culinary arts salon winners

Kamel Kassem of the Renaissance Club of Detroit, MI, won "The Best Piece of the Entire Show" award at the 16th Annual NRA Culinary Arts Salon for his culinary display that ranged from hors d'oeuvres to meat to seafood.

This year's event drew nearly 100 accomplished chefs, apprentices and culinary students from the U.S. and abroad as well as thousands of spectators.

Contestants, who competed in seven categories of competition, were rated on composition, presentation, originality and workmanship. Special awards were also given. The award for the "Most Original Piece of the Show," went to **Hans Peter Muesch** of Chicago's Drake Hotel for his succulent lamb—"from head to tail" platter.

The "Judge's Special Award" went to **Michael Geist,** also of Chicago's Drake Hotel. The **U.S. Army Quartermaster School at Fort Lee, VA,** garnered the "Grand Buffet Award."

The "Best Entry for a Junior Culinarian" went to **Chris R. Strike** of the Fox Valley Technical Institute in Appleton, WI.

Other gold-medal winners included:

- **Leo Waldmeier** and **Franz Kranzfelder,** The Drake Hotel, Chicago, IL, for individual hot food displayed cold
- **Manfred Uhl,** Kansas City, MO, for his individual pastry display
- **Mary Partridge,** Delgado Culinary Apprenticeship Program, New Orleans, LA; **Terry Rogers,** Hocking Technical College, Nelsonville, OH; **Paul Rozeski,** Hocking Technical College, Nelsonville, OH; and **Kim Thornton,** Johnson County Community College, Overland Park, KS, in the apprentice and post secondary schools competition and
- **John Paul Rusch,** Fox Valley Technical School, Appleton, WI, in the high school and vocational school student competition.

During the three-day cold food competition, attendees could view culinary masterpieces of every size and shape fashioned by trendsetting chefs and students trying out their culinary wings.

NRA
NATIONAL RESTAURANT ASSOCIATION
FINAL TRYOUT
FOR THE 1988
U.S. CULINARY TE

Take 29 of the country's finest chefs, seven glass-enclosed kitchens, six world-renowned judges and hundreds of pounds of ingredients, from saddles of venison to edible flowers and baby acorn squash. Stir them together, add a pinch of excitement, a touch of tension. Let simmer for four days. The result: A feast for both the eyes and the tastebuds—the Hot Food Competition at the NRA Show. The last leg of the culinary tryouts, the competition determined the 14 U.S. team members who would compete in the 1988 International Culinary Competition held every four years in Frankfurt, Germany.

For all involved this was the culmination of much hard work—years of studying, practicing and fine-tuning skills. To the contestants, the chattering onlookers and flashing cameras were irrelevant. What was important were the food, the cooking techniques and the presentation.

Tension was high, the clock ticked away and the heat was on—literally. For four intense days, some of the country's premiere chefs struggled with mystery baskets of ingredients, competitive pressures and personal anxieties.

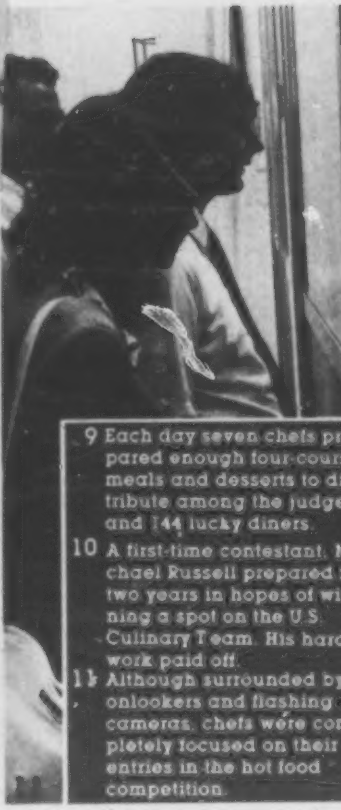
How did it feel behind those glass-enclosed walls? Step into two of the contestant's kitchens and find out. The following "inside views" share two chefs' perceptions of the challenges.

One, Michael Russell, chef de cuisine at the Travis Pointe Country Club in Ann Arbor, MI, is a relative newcomer to the competitive culinary arena. His hard work paid off; he won a spot on the regional team.

The other, Lawrence T. Ryan, department head for culinary education at the Culinary Institute of America in Hyde Park, NY, offers an old-timer's view. A member of the 1984 national team, his prior experience and performance during the competition won him the honor of being named Team Captain for the 1988 Team.

Both men competed on the same day and faced identical mystery baskets of ingredients. Included were: two veal loins, two boned-in turkey breasts, five pounds of squid, 10 pounds of mussels, 15 pounds of swordfish, two to three cornish game hens and assorted salad, vegetables and fruits.

AM
AMERICAN CULINARY FEDERATION
American Academy of Chefs



9 Each day seven chefs prepared enough four-course meals and desserts to distribute among the judges and 144 lucky diners.

10 A first-time contestant, Michael Russell prepared for two years in hopes of winning a spot on the U.S. Culinary Team. His hard work paid off.

11 Although surrounded by onlookers and flashing cameras, chefs were completely focused on their entries in the hot food competition.

First-time Jitters

by Michael Russell

The hot food competition was probably the most tense, nerve-wracking thing I have ever done. I had spent two years building toward it, and there I finally was.

In the last two years, I competed in 12 shows, and just since January, I've been in five. The last two were olympic tryouts. It was up to me to decide how often I wanted to compete, but I think entering so often probably helped me. The judges saw my persistence and realized how much I wanted to make the team.

But what really helped was trying new ideas, asking a lot of questions, talking to judges and other competitors, and paying attention to their critiques. I also spent a lot of time studying. I looked at pictures of different presentations to get ideas and asked myself how I could re-create them without copying them. Soon, I was winning medals.

The night before the competition I studied, made notes and tried to visualize what I might expect. I tried to draw on my own experience, reviewing ways I create daily specials in my own kitchen. I went to bed at 10:00 p.m. but didn't sleep very well.

Food enough for 30 . . .

When I saw the food, I was relieved. The fear of the unknown is the worst feeling.

I started by doing what I always do. I made a list and wrote down all the steps I would follow. This keeps me from forgetting things when the pressure builds. I also made a list for my apprentice, telling him exactly how I wanted things done.

Deciding what to prepare wasn't too difficult because I already had several ideas in mind. For instance, I knew I wanted to prepare a ravioli. I was hoping for seafood, and I got mussels. I knew that if I took the initiative to make something extra, such as pasta, I might earn extra points. So I made herb pasta for the mussels.

For the salad, I decided to make two dressings—a red wine vinaigrette and a hot sweet and sour bacon dressing—and put each on half the salad for two different taste sensations. Ironically, I didn't even come up with the idea until about 20 minutes before the competition.

When it came to the soup course, I knew that whatever I had was going in it. I threw in all the scraps and trim and picked the meat off the Cornish game hens. I started out with about four gallons of water and reduced it down to about a gallon and a half to make it naturally rich and flavorful. It wasn't beautiful, but it was so rich you could feel it.

For the entree, I had hoped I would get veal or pork. They gave me veal. I had served vegetables in a potato cream puff at the club, but I didn't have the cheese I usually mix in. So I served the vegetables tumbling out of the puff. I had never done that before, but I will probably put it on the menu when I get home.

Under pressure . . .

Once I started, I wasn't really too nervous. I just blocked out the movie cameras and the people looking through the glass windows. Whatever the judges requested, I did. They asked for extra portions, and I made them. They wanted me to serve early, and I did that, too.

When I found out I had made the team, I was very happy but shocked. Actually, it didn't really hit me until about a week later. I'm excited because making it to the olympics is not only one of the greatest challenges available to chefs, but it also is such a great opportunity to learn. If you don't learn, you don't get better. Also, by learning more, I can teach others. That is important to me.

The second time around is easier

by Lawrence T. Ryan

During the last culinary olympics I was like a mad man—writing lists, studying and driving myself crazy. I was a wreck. Everything bothered me. I was very conscious of everyone being around. This year I could handle it better because I'd been through it before. I just phased everyone out.

A good game plan . . .

Once we got the baskets, I sat down at a table, had two cups of coffee, collected my thoughts and wrote everything down on paper. I went through in my mind how long it was going to take me to do everything and wrote down the sequence.

Based on the ingredients we were given, I decided to make a swordfish appetizer. I would have rather had sole or bass to make a forcemeat of some kind, and there weren't enough mussels to do anything for 30 servings. So I tried to do something unique with the swordfish; I grilled it with an onion confiture and tomato butter.

Ideally, I had hoped to do a consome for the soup course, but again I didn't have the right ingredients. Instead, I went with a contingency plan that used carrots. I had figured they were a staple and would be available. So I made a carrot soup and perfumed it with orange. It was "Plan B," so to speak. I hadn't made the soup before, but I was happy with it.

I presented a very simple salad, and apparently it caused a minor controversy among the judges. I had two reasons for doing it, though. First, I believe the purpose of a salad is to restimulate the palate. I also considered the entire menu—its complexity and balance. I had already served a cream soup and a first course with a butter sauce. So I didn't want to serve a salad with an emulsified dressing. Even though the judges were split on the salad, I'd do it the same way again because I've gained enough confidence to do what I feel is right.

I had veal last year, and I had hoped I would have the chance to do something different this year. But I didn't, and so I decided to do a forcemeat with herbs and mushrooms to get greater utilization and moistness from the meat. The judges said the dish was cooked "right on the money." I would have preferred using some kind of fish to make the forcemeat to demonstrate a greater degree of difficulty.

Generally, I was happy with the way things turned out. I think I had a good game plan. I chose things that I could do very well but that still had a good degree of difficulty. Sometimes if people haven't done this a lot, they want to make an impression; and so they overshoot their capability and end up looking bad.

Experience is a plus . . .

Experience is really an incredible advantage. Being on the team has helped me master and improve my craft at an accelerated pace. When I look back in 1982 and see how much I've improved, it's incredible. Mr. Metz has said that being on the team is worth about six years of regular industry experience because of the feedback and the serious pursuit of excellence.

I have also been trained to compete, to cope with on-site problems. Plus, I've been judged so many times I know what to expect, what the judges are looking for. All those things make it easier—not easy—but easier in terms of timing and organization.

But because I was on the national team in 1984 and am a Certified Master Chef, they also judged me a little harder. They have different expectations of me and are more critical than they might be of a newcomer.

But, the continual striving for improvement is one of the reasons I started competing in the first place. I never wanted to be the kind of person that just showed up at a job, put in the required time and went home.

When I found out I was named the team captain, I was very happy.

During the next two years we (the team) will be continually developing, refining and honing our skills and craftsmanship. We want to win the Frankfurt competition not just to come home with some medals but also to set the standard to which others aspire.

13

Judges

- **[illegible]land,** president, [illegible] Culinary Federa[illegible]
- **[illegible]and Metz,** president, C[illegible]ary Institute of America
- **[illegible]ichard Schneider,** executive chef, Harrah's Hotel and Casino
- **Hermann Rusch,** former executive food director, Greenbrier Hotel
- **Casey Sinkeldam,** Certified Master Pastry Chef
- **Roland Schaeffer,** H. J. Heinz Co.

12 A seasoned competitor, Lawrence T. Ryan, utilized his prior experience and was named team captain.

13 With concentrated attention, the competition judges carefully evaluated the entries.

UP ESCALATOR TO
NRA WINE CLASSIC

Here is a look at the 2nd annual NRA Wine Classic from the perspective of Patrick Fegan, a member of the judging panel, wine editor of Chicago Magazine and director of the Chicago Wine School.

NRA WINE CLASSIC

14 Show-goers could watch judges put wine entries through taste tests during the 2nd Annual NRA Wine Classic.

NRA Wine Classic 2: A Walk-Through

by Patrick W. Fegan

"Boy, what a job; some people have all the luck!" remarked a friend upon hearing that I was to be judge at the 1986 NRA Wine Classic. Luck had nothing to do with it; hard work did. The judges at this year's event were chosen because they had invested time in the study of wines and had tasted enough of them to earn a spot on this vinous S.W.A.T. (Sip, Whirl, Aerate and Taste) team. Half were restaurateurs, half were wine writers. We came from every region of the country. Our job was simple: to analyze and rate nearly 300 wines made from Sauvignon blanc, Seyval blanc or Zinfandel grapes. These we were given in coded glasses in keeping with a classic "blind tasting." In the process we went through a small number of terrific wines, a great number of middling examples and a few wines so badly made it was surprising their owners unleashed them.

The grapes involved . . .

At last year's NRA Wine Classic, the judges were limited to wines made from Pinot noir and Chardonnay grapes, the classic Burgundian (French) varieties. This year it was different. I had some input into the selection of the varieties to be judged and straightwaу recommended Sauvignon blancs. The grape is famous for making the classic Sancerres and Pouilly-Fumes of France: tart, very dry, usually not oak-aged or blended beauties from the Loire River Valley. The grape is also used—together with a little Semillon—to make the other great French interpretation of the variety, the dry and slightly oaky white wines of Bordeaux, the most famous of which is Graves.

Our next choice was Zinfandel, often called "California's own grape" because it is planted primarily in the Golden State. Zinfandel is vinified to resemble everything from Beaujolais, the light and fruity red wine of France, to high-octane, gritty Port-style wines. Some winemakers have tried to make a Cabernet-like wine out of Zinfandel by fermenting and aging it in the Bordeaux style. Others—especially those that buy or grow Zinfandel grapes from very old vines (50 years plus) can turn out a stunning, rich, berry-fruity and complex red wine with a style all its own. This year's "Best of Show" Zinfandel—*Mark West's "Old Vines" 1983*—is an example. Of late, winemakers have been opportunistic enough to make Zinfandel into the current hot item on the market—"Blush" wine. To make the judging easier, we separated "traditional" red Zinfandels from the "white" versions and awarded "Best of Show" wines in each category.

Lastly, came Seyval blancs. This grape is a hybrid, resulting from a cross-pollination of two or more different species. It was created by plant scientists to have the appealing flavor of the European species of grapes *(vitis vinifera)*, and the ability to withstand the often too cold and too moist growing conditions of much of America outside California. Of the 60 or so varieties made in this country today, some Seyval blancs are oaky and Burgundian; some are crisp, light and dry and still others are medium dry, in the style of Riesling or Chenin blanc wines.

The standards . . .

Wine judges, like professional evaluators of any food item, look for certain standards. I, for one, look at a wine's balance, complexity, typicality and finish or aftertaste. "Balance" simply means that all the components of the wine—alcohols, acids, tannins, sugars, intrinsic flavors, etc. are in harmony, none overwhelming the others.

"Complexity" means that a given wine is not simple but multifaceted: Its flavors unfold—however subtly—one after the other to show themselves, as the French say, like "the peacock's spreading feathers."

"Typicality" means that the wine tasted as you would expect it to taste because of its origin, the grapes used, its method of production and/or aging, etc. I would rate a Sauvignon blanc-based wine highly, for instance, if it smelled and tasted pleasantly grassy or mildly vegetal—characteristics linked with that grape's wines.

Lastly, appropriately, is "finish" or "aftertaste." If I taste a wine, I'll spit most of

15 Wine Classic Judge Patrick Fegan (center) raises his glass to thoughtfully ponder an entry's flavor.

it into a handy bucket or spittoon (all the judges at the NRA Wine Classic received one) but retain a very small amount to swallow. If its flavor dissipates rapidly after I swallow it, I'll give the wine low marks for a "quick finish." If it lingers pleasantly for several seconds, I'll give it higher marks.

Add up "good balance," "marked complexity," "distinctive typicality" and "long pleasant finish" and you arrive at a Gold Medal wine.

NRA Wine Classic Winners

Here is a look at the 2nd annual NRA Wine Classic from the perspective of Patrick Fegan, a member of the judging panel, wine editor of Chicago Magazine and director of the Chicago Wine School.

Sauvignon Blanc

★ Best of Show ★
Buena Vista Winery 1985
Sonoma, CA

GOLD

- *Glen Ellen Fume 1985,* Sonoma, CA
- *Buena Vista 1985,* Sonoma, CA
- *Konocti Winery Fume 1985,* Kelseyville, CA
- *J. Rochioli Vineyards 1985,* Healdsburg, CA
- *St. Vrain 1985,* Salinas, CA
- *Monticello Sauvignon 1983,* Napa, CA

Zinfandel Red

★ Best of Show ★
Mark West Vineyards 1983
Forestville, CA

GOLD

- *Mark West Vineyards 1983,* Forestville, CA
- *Gundlach Bundschu 1983,* Vineburg, CA

Seyval Blanc

★ Best of Show ★
Wagner Vineyards 1984
Lodi, NY

GOLD

- *Woodbury Vineyard Prop 1985,* Dunkirk, NY
- *Wollersheim Winery 1983,* Prairie du Sac, WI
- *Wagner Vineyards 1984,* Lodi, NY

Zinfandel Blush

★ Best of Show ★
McDowell Valley Vineyards 1985
Hopeland, CA

GOLD

- *McDowell Valley Vineyards 1985,* Hopland, CA
- *Grand Cru 1985,* Glen Ellen, CA

Note: *For silver and bronze medal winners, contact the NRA communications department at (800) 424-5156 or (202) 638-6100.*

The scores . . .

To winnow the chaff from the wheat the judges were first requested simply to "pass" a wine—in which case it was returned for further evaluation—or to "fail" it, to banish it from further consideration. This is a ruthless job, but a necessary one.

If a wine is faulty—I tasted dozens of wines which were marred by sulfur dioxide (a pungent, burnt, matchstick-like odor), improper secondary fermentations or the like—or if it is just an undeniably average wine, it must be put out of the running simply to make the tasting procedure easier. Why waste time retasting obviously faulty wines?

When we "passed" a wine, we re-tasted it later at a stage known as "medal evaluation." At that point we were asked to analyze the wine and grade it from 1 to 20, a conventional spread used by many tasting panels, but certainly not the only system. In addition, we were asked to determine whether it merited a bronze, silver or gold medal or none at all.

When the computer staff tallied all the medal-evaluation forms and came up with the gold medalist for each variety, they wheeled them out to us for the third and final evaluation to determine "Best of Show." It's at this point in any competition where stylistic differences in winemaking often lead to radically divided opinions among sophisticated palates. For instance, should the grassy, crisp Sancerre-style Sauvignon Blanc be chosen or the slightly oaky, Graves-like interpretation? Since the industry in America is so young and ever-changing, and the definitions are not clear-cut, judges of such wines are faced with some tricky decisions. For example, I like Sancerre-style wines more than Graves-style, and I may base my decision on that. But, if a Graves-style wine is better balanced than my favorite Sancerre variety, my vote about the "great American Sauvignon Blanc" in any given contest may shift.

The French long ago solved this problem by naming their crisp, unblended and grassy versions "Sancerre" or "Pouilly-Fume" while calling their softer, oakier, blended versions "Graves," and then *segregating* them at tasting contests.

The uniqueness of the NRA Wine Classic . . .

This particular wine competition was unlike any other. First, while all this philosophical questioning was going on inside our heads, we were not permitted to discuss the wines during the tastings; second, we were not alone.

NRA purchases wine festival

During the Show, NRA Chairman of the Board and President G. "Jim" Hasslocher announced that the association had acquired the operating rights for the California Wine Festival held annually in Monterey.

The California Wine Festival is the oldest wine festival in the nation and includes an extensive wine education program in addition to wine exhibits and wine-tasting activities, featuring selections from all over the nation.

1) We did not discuss or debate the merits of any wines, even at the "Best of Show" level. We simply recorded our scores on sheets of paper to be analyzed. Although I appreciate this way of handling the contest, judges always enjoy a *little* discussion. I think that at future NRA Wine Classics "Best of Show" nominees should be subject to a limited amount of verbal interplay among the judges. It not only sets off the sometimes boring task of simple and silent scoring, but it allows for ideas to be exchanged. It also allows for facets of the wine—both positive and negative—to be brought to the attention of judges who may not have noticed them—something that happens to all judges at one time or another—thus solidifying the resulting judgment.

2) We were not alone. In most competitions there are moderators who guide the judges along a time schedule, answer questions and intervene in disputes among judges who argue for or against a particular wine. Usually no one else is present. All during our judging at the NRA Wine Classic, however, we were seated in an arena at one end sectioned off by clear glass. At regular intervals, NRA attendees were led past the arena by hostesses, who explained the judging procedures. At first I thought these intrusions would be extremely distracting to me and my fellow judges, but they were not. Once we concentrated on our job, the people moving in and out of our peripheral vision did not seem to matter.

In short, the 1986 NRA Wine Classic combined standard, professional methods with approachability. Spectators saw wine judges spit, laugh, frown, relax and taste wines seriously—scenes which stripped much of the mystery away from wine competitions. This, in the long run, can only make wine drinking in America less intimidating and more acceptable.

Wine judges

- **Richard Alberini,** Alberini Restaurant, Niles, OH
- **Wayne Belding,** Heritage House, Denver, CO
- **Dan Berger,** *Santa Rosa Press-Democrat*
- **John J. Bowen,** Johnson and Wales College, Providence, RI
- **Gerald Boyd,** *Restaurant Hospitality*
- **Kristine Curry,** *Chicago Tribune*
- **Fred Dame,** Sardine Factory, Monterey, CA
- **Nicholas F. Discheler, Jr.,** Gregory's Beef & Ale, Lafayette, LA
- **Mitchell Doolin,** The Chardonnay Bar, Chicago, IL
- **Barbara Ensrud,** *New York Daily News*
- **Gerald Buster,** The Cottage, Calumet City, IL
- **Nathan Chroman,** *Los Angeles Times*
- **Dee Coutelle,** *Chicago Sun-Times*
- **Eric Hansen,** Kapalua, Maui, HI
- **Mort Hochstein,** *Nation's Restaurant News*
- **Harriet Lembeck,** *Grossman's Guide*
- **James Nicas,** Castle Restaurant, Leicester, MA
- **Paul O'Connell,** *Daily Herald*
- **David O'Connor,** Victors Restaurant, San Francisco, CA
- **Ed Osterland,** *Restaurant Business Magazine*
- **Bill Pigatti,** Del Rio Restaurant, Highwood, IL
- **Bob Rohden,** Gegas Cafe, Chicago, IL
- **Patrick Fegan,** *Chicago Magazine*
- **Hilary Green,** *Restaurants & Institutions*
- **John Grisanti,** Grisanti's Restaurant, Memphis, TN
- **Mary Ross,** The 95th, Chicago, IL
- **Alex Sebastian,** Wooden Angel Restaurant, Beaver, PA
- **Tom Stockley,** *The Seattle Times*
- **Anthony Taylor,** The 21 Club, New York, NY
- **Steve Taylor,** *Times Picayune/States Item*
- **Madeline Triffon,** London Chop House, Southgate, MI
- **Ronn R. Wiegand,** *Wine Country Magazine*
- **Kevin Zraly,** Windows on the World, New York, NY

Three Show programs focus on employees

The real trick to personnel management is to hire the right employees from the outset. But even with the right people on your staff, productivity depends on your dedication and participation. Three Show educational forums provided valuable perspectives on employee hiring and training.

Hire right

Just as most of us are right or left-handed, we are also right-brain or left-brain dominant, explained Ned Herrmann during the Show Management Theater session, The Creative Brain. And just as a right-handed person has a different writing style from a left-handed person, a right-brain dominant individual and a left-brain dominant individual perceive and react differently.

Does all of this seem a bit removed from the foodservice business? It shouldn't. Herrmann (The Whole Brain Corp., Lake Lure, NC), explains that some job skills require right-brain orientation, others require left-brain orientation. "You should be hiring and promoting people whose jobs relate to their natural brain orientation or dominance," explained Herrmann.

The left side of the brain is believed to be responsible for logical, analytical thought processes. The right side is responsible for creative, intuitive and conceptual thought processes. According to Herrmann, a successful accountant is normally left-brain oriented—analytical, mathematical, technical. A successful television script writer is most likely right-brain dominant—creative, imaginative, emotional.

17

Left Brain A	Left Brain B	Right Brain A	Right Brain B
Logical	Controlled	Imaginative	Interpersonal
Analytical	Conservative	Synthesizer	Emotional
Mathematical	Planned	Artistic	Musical
Technical	Organized	Holistic	Spiritual
Problem-solver	Administrative	Conceptual	Talkative

Herrmann believes that matching right or left-brain dominance with job skills can often make the difference between employee success or failure. For example: Have you ever promoted an excellent waitress to a management position, only later to decide she was not "up to her new job?" She was probably an excellent waitress because she could rely on her natural right-brain-dominance skills which made her interpersonal, emotional, sympathetic and spiritual—great people skills. When you promoted her to a management position, she tried to use these same natural skills to succeed. Unfortunately they were the wrong skills. In the management position, she needed left-brain-dominance skills. She needed to be an organizer, planner, controller and problem-solver.

The right and left-brain-dominance theory should also be taken into account in communications and training, Herrmann added. Individuals with different brain dominance profiles will perceive and process the same message differently. You must gear your message to the profile of your trainees. You may want to take a factual approach for the left-brain-dominant staff and a storytelling angle for the right-brain group.

No person uses one side of the brain exclusively. All our thoughts move back and forth between the two sides, but a dominance develops as we mature. According to Herrmann, 30 percent of the dominance is genetically determined—we are born with it—and 70 percent is affected by our environment.

To help us identify ourselves and our staff, Herrmann has broken his dominance theory into four categories—two for left-dominance profiles and two with right-dominance profiles.

Fire takers

Have you ever classified the people who work for you? At the NRA Show Management Clinic, "Look Who's Wrecking Your Business," Joe Charbonneau (The Performance Group, Dallas, TX), suggested you do it and then quickly get rid of the workers who don't measure up. He estimates that 87 percent of potential employees could destroy your business.

Charbonneau believes that all workers can be classified as one of four types—

- Winners
- Achievers
- Unmotivated (those who just make it through the day, week, month, year life) or
- Takers.

"You should identify the unmotivated and the takers and give them their walking papers before their attitudes discourage customers and infect the rest of your staff," Charbonneau suggested. He added that takers are takers for life, and that no training or motivational techniques can make them anything else. Some unmotivated people are capable of becoming achievers. Job history and interviewing will allow you to identify the hopeful candidates.

You don't need a sophisticated questionnaire to categorize your employees or potential employees, Charbonneau said. By just listening closely during an interview, you will be able to weed out the takers and the unmotivated.

Charbonneau estimates that 27 percent of the workforce are takers, 60 percent are unmotivated, 10 percent are achievers and three percent are winners. By learning quickly to identify the achievers and winners, and then investing time and money in them, you can build long-term success, Charbonneau maintains.

18

The *unmotivated* will usually talk about what they would like to do some day, yet their resume will confirm that they have been doing the same thing for years. You may hear a lot of "I wish I could . . ." and "Someday I'd like to, but. . . ."

The *takers* are harder to identify and may pass through the interview undetected, although a quick conversation with a former employer could clue you in. Listen for comments that suggest they don't respond to directives, that training does not change behavior, etc. The takers are clearly in it for themselves. They will talk in terms of money, not opportunity. They won't switch a shift with someone unless it's clearly to their benefit.

Achievers like to get the job done. They do it for the sense of accomplishment as much as for the monetary rewards. They like to suggest solutions to prob-

Surplus Show food goes to Chicago's needy

For the third consecutive year, NRA has donated surplus food from the NRA Show to the Greater Chicago Food Depository to distribute to the needy in the Chicago area. As in the two years preceding, food company exhibitors donated their leftovers to the depository, which redistributed the items to more than 500 charitable agencies.

No Main Course Race

THE MAIN COURSE 10K RACE
SPONSORED BY THE NATIONAL RESTAURANT ASSOCIATION
CANCELLED

The Main Course race was cancelled this year due to unfavorable weather conditions. The race's medical director Dr. Steve Weinberg recommended that the race be called off due to the windchill factor of 20° and the runners' possible exposure to hypothermia. Weinberg feared that since many runners came from other parts of the country and expected warmer weather, they were not prepared for the distance (10 km) under cold-weather conditions. Since the race was in conjunction with the NRA Show, it could not be rescheduled. However, most souvenir gift bags to runners and all the you-don't-have-to-run-to-win prizes were drawn and distributed. The grand prize trip to Hawaii went to Brian T. Chapman of Chicago, IL.

To express its appreciation to the runners and regrets at having to cancel the event, the National Restaurant Association sent a letter of apology to all race registrants, enclosing a coupon for a complimentary entry in next year's race.

lems, and they set realistic goals for the future. They prefer jobs in which they are given the opportunity to think and participate in decision making.

Winners focus on results. They are problem solvers as well as dreamers. They ask question after question; they are curious. They are not restricted by "the way things have always been." They are constantly testing and trying new ideas. Charbonneau warns that these attributes are often viewed in the wrong light. Employers overlook the winners by labeling them as different, weird or unusual.

The first step to long-term success, concluded Charbonneau, is to hire the winners and the achievers.

Keep employees on track

Once you have hired the right people for the right positions, their job performance and productivity is your responsibility. "Even the best possible employees cannot work up to their potentials without training and continuous reinforcement," explained Bruce Raterink, Carl Karcher Enterprises, Anaheim, CA, during the Management Clinic session, "Are Your Counter People Counterproductive?"

Getting results from your staff means setting standards, communicating expectations, training for the details, correcting deficiencies and reinforcing progress.

The key elements are establishing and demonstrating workable standards and monitoring and analyzing performance. Raterink emphasized that employees will perform at whatever level you accept regardless of what the initial standards-training provides. The real standards are what is happening day-to-day in the dining room and in the kitchen. It is up to you to ensure that those day-to-day standards are the proper ones. Raterink warned, "Once managers or supervisors lower their standards to get through a rush, the standards can be considered lowered for good. Therefore, standards, to function efficiently, must be workable at all times."

Analyzing performance is also essential to maintaining productivity. "Every operation should have a system for performance evaluation and feedback," Raterink suggested.

17 "You should be hiring and promoting people whose jobs relate to their natural brain orientation or dominance," explained Ned Herrmann (The Whole Brain Corp., Lake Lure, NC) during his "Creative Brain" program.

18 Anthony Athanas (Anthony's Pier Four, Boston, MA), Jerry Burns (The 21 Club, New York, NY) and N. Lee Comisar (Maisonette, Cincinnati, OH) shared their business philosophies in an "upclose" session moderated by Thad A. Eure (The Angus Barn, Raleigh, NC).

19 Joseph H. Lodge, former U.S. Drug Enforcement Agent, discussed how drug problems in the workplace can be detected and handled effectively.

20 Educational programs offered operators the opportunity to discuss problems, swap solutions and brainstorm competitive strategies.

Members of Congress visit Show

Twenty-two members of Congress—21 representatives and one senator—joined NRA for an in-depth look at the foodservice industry at this year's Show. Launched in 1984, the "congressional visits" program has informed these lawmakers about the important role the foodservice industry plays in our nation's economy.

The response to the program has been overwhelmingly positive. "It is an excellent opportunity for members of Congress to become better versed about the foodservice industry," remarked Sen. Thad Cochran (R-MS). "It is also commendable that industry leaders seek this opportunity to learn more about the legislative process and effective means of communicating with their legislators."

A tour of the Show floor was one of the highlights of the congressional visits. Accompanied by foodservice executives from their home states, the congressmen met exhibitors and operators from their districts.

With their first glimpse of the Show floor, the congressmen were astonished at the size and scope of the foodservice industry. "It was the most informative and enlightening time I have ever experienced in relation to a particular industry," said Rep. Bob McEwen (R-OH). Rep. Joe Kolter (D-PA) concurred, adding, "I was surprised to

At the Grand Banquet, G. "Jim" Hasslocher, the 1986–87 NRA President and Chairman of the Board, was welcomed by his native Lone Star State flag and enthusiastic guests, such as Paula and Michael Grisanti (new NRA Treasurer).

21 Rep. John Rowland (R-CT) visited with Ted Balestreri at the PEC Gala.

22 Sen. Thad Cochran (R-MS), left, Ted J. Balestreri, center, and Dick Marriott right, at the Political Education Fund Gala.

23 Sen. Thad Cochran, (R-MS), right, stopped at the Culinary Arts Salon with Rose Cochran and Bill Latham.

24 Rep. Bob McEwen (R-OH), second from right, sampled entries in the hot food competition with his wife and Mr. & Mrs. Dick Marriott.

25 The many faces of Rich Little entertained 400 guests at this year's Political Education Fund (PEF) Gala Dinner. PEF, which reached the targeted $285,000 mark, provides honoraria to members of Congress who speak at industry affairs and funds government affairs reference books.

26 Representatives of Economic Laboratories, Inc. (White Plains, NY), one of 21 special sponsors donating $7,500 or more to the NRA Political Education Fund, enjoyed the festivities at the benefit dinner.

learn how many jobs are directly and indirectly related to the foodservice industry. The best thing about the National Restaurant Association's exposition was that it taught me very much about this important industry in a way that was easy, effective and will have a lasting impact. It is one thing to pour over studies and articles, but to actually see some of the developments and to engage in conversation with actual principals is the best learning method I can think of. It's too bad other groups don't have the same approach."

The members were also treated to a special luncheon prepared by finalists in the Hot Food Competition, they toured the intricate displays at the Culinary Arts Salon, and they were entertained by renowned impressionist Rich Little at the NRA Political Education Fund Dinner.

The value of the experience is echoed in these comments by Congressman John Rowland (R-CT):

"The first thing that startled many of us when we first got to the NRA Show was its size and scope. We kiddingly referred to a couple thousand people participating only to find out the number was closer to 100,000 participants. As I walked through the exhibition halls, I was able to see not only the large volume of employees that would be affected in all of our congressional districts but also the diverse employers that are involved in the foodservice industry—ranging from food suppliers to equipment manufacturers.

"I visited with some particular companies in my district that I never thought would be related to the foodservice industry. One sells silverware and the other sells equipment used in kitchens. I was able to realize the magnitude of the restaurant industry and the effect it has on all of our districts. I know it will occur to more and more members of Congress to come to the Show so that we can have a fuller realization of the issues that will affect our constituents."

NRA Show floor: More space for one-stop shopping

The NRA Show floor always mirrors operators needs and consumer interests. This year was no exception—but there was a bonus as well. The Show expanded to the new McWest Exhibition Hall, located west of McCormick Place and the McCormick Center Hotel, bringing 400 first-time exhibitors to the Show and making room for more special attractions, which were split between the two buildings. The Culinary Arts Salon and the final tryouts for the 1988 U.S. Culinary Team took place in McWest while the NRA Wine Classic was held in McCormick Place.

More than 100,000 registrants walked between the two exhibition halls, surveying the showcased products and services that could give them a competitive edge in the year ahead. There were time-honored products operators have come to expect as well as developments that have been designed to respond to industry trends and challenges.

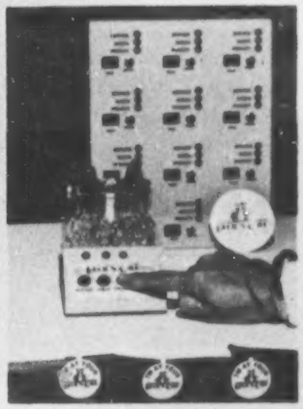
With menu specials growing in popularity, for example, it was not surprising to find that this year's Show offered alternatives to the standard black and white chalkboard. Several exhibitors displayed lighted menu boards, which combine the ease of a blackboard with the excitement of neon colors.

Show attendees also could learn about a new wine education program; compare Cajun flavorings; taste low-sodium, low-fat stocks and bases; inquire about overnight delivery services for fish; pick up quantity recipes for foods ranging from lean beef to papaya, sample premium ice creams prepared to order with special fillings, admire handcrafted room dividers with acquaria and learn about Australia's answer to the hot dog—the Dinkum Dog.

But it wasn't only the new or the unusual that operators found at the NRA Show. What they found depended on what they came for. As in years past, this year's Show, with nearly 1,600 exhibits, offered one-stop shopping—everything an operator could possibly need to open a restaurant or update an existing operation—all available under two roofs.

PIZZA EXPRESS

29
Pay Phones
Southwestern Bell Telephone



32

27 Thanks to the latest fiber-optic technology, illuminated blackboards create menu announcements in luminous neon-like color.

28 For the first time, delivery trucks were exhibited on the floor.

29 Among the new products greeting attendees on the Show Floor were eye-catching pay-phone options for restaurants.

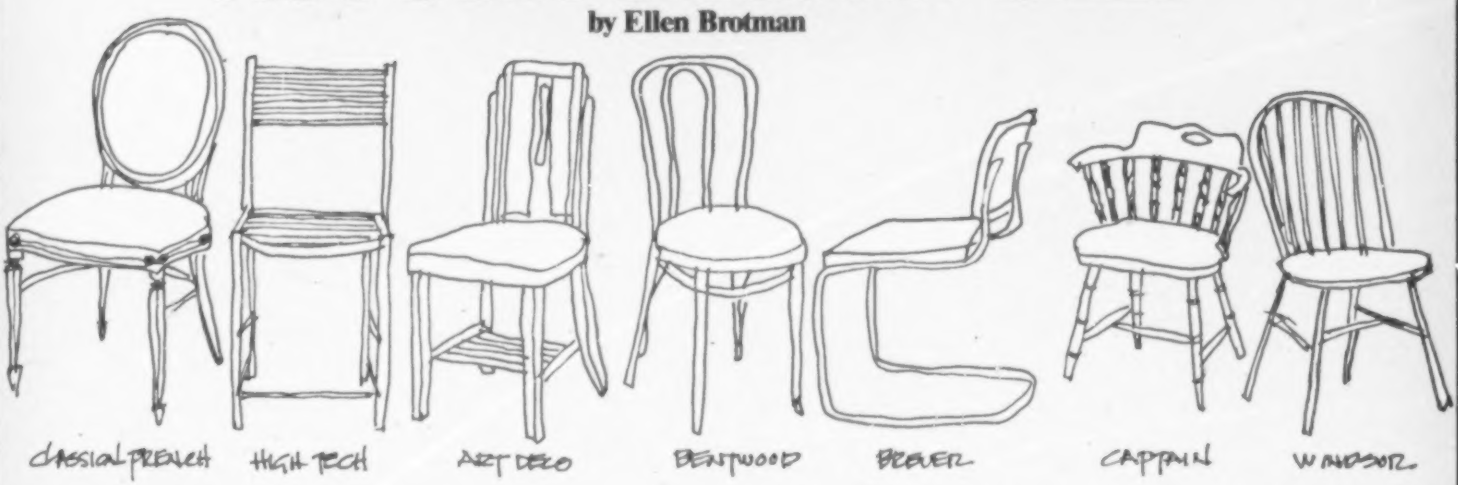
30 Now waiters and waitresses can truly be at the "Beck 'N Call" of their customers. With this computer control unit integrated into the table top presentation as a salt and pepper holder, customers can press one button for service, one button to request the check and another for privacy. Indication lights signal the service staff from master panels located throughout the facility.

31 Almost 1,600 exhibitors representing all aspects of the foodservice industry, showcased their products on the NRA Show Floor.

32 The Show presented a tempting array of choices in all areas, especially food.

CHAIRS
Not Just Another Seat

by Ellen Brotman



There are armchairs, armless chairs, highback chairs, and swivel chairs, wood chairs and metal chairs in literally hundreds of different designs and styles to choose from. How do you select the right chair for your restaurant? When you choose a chair, you must consider certain key factors, such as design, style, comfort and cost (and not necessarily in that order).

Keep in mind that a chair is but one part of the entire design package, and should be in keeping with the image, design and style of the restaurant as a total entity. Given a specific theme or style, such as Early American, classical French or Italian, High Tech or Art Deco, it is relatively simple to select an appropriate style chair.

A more transitional decor seems to pose the most problems probably because there are too many choices. I have found that at those times it is best to go back to basics. The classical *bentwood* chair comes in all shapes and sizes, and depending on the specific frame finish and upholstery fabric, can work easily in just about any type of restaurant. The tubular steel *Breuer* chair is also an excellent choice. This chair with its sled base works beautifully in large open multi-seating spaces and eliminates the cluttered, "leggy" look. Both of these chairs have clean lines, good proportions and a lightness of scale.

Scale is a term used to describe the visual size of an object. For instance, given two chairs of equal size, one may *appear* smaller or larger than the other. The popular *captain's* or mate's chair is about the same size as a *Windsor* chair, but the Windsor type appears much lighter.

Many options in frame finishes . . .

Once the style has been determined, you need to review frame finishes and upholstery fabrics. Chair frames are usually made of metal, steel or wood. Chrome and/or brass are the most typical metal choices.

Wood frames are versatile. They can be used in their natural tones or they can be stained, dyed or painted (lacquered).

Although no chair is maintenance free, stained or dyed frames tend to be easier to clean and/or repair because the finish penetrates the wood. Dyed frames, by the way, allow you to use an unlimited range of color options. They are marvelous for rooms with paneling or wood floors. Lacquered chairs have become very popular choices as well. They, too, come in a variety of colors. The richness of a finely lacquered chair can add beauty and elegance when used in the proper setting.

Regarding upholstery fabrics, just about anything goes, providing a high quality stain-repellent finish is specified. The exceptions would be a drapery-weight cotton (for obvious reasons) or any solid, light-colored material. Of course, vinyls are always a safe bet for fast food or heavily trafficked properties, and they are available in a variety of new textures and colors.

Choosing for comfort . . .

Selecting a comfortable chair is difficult because what feels good to one person may feel uncomfortable to another. While most patrons prefer armchairs, there are situations where they cannot be used because of space and/or budgetary constraints. Also, you may purposely not want a chair to be too comfortable in those properties where a faster turnover is expected. When in doubt, order a sample chair or two to test beforehand.

Finally, how much should a chair cost? If you pick up a typical restaurant chair catalogue and peek at the price list, the price range could be anywhere from $80 to $500 per chair, depending on its style, type and finish. Furthermore, given what "appears" to be the same chair, the price could vary as much as 30 percent from one manufacturer to another. However, in this instance, the old adage usually rings true: "You get what you pay for." ❑

Ellen Brotman is president of Ellen I. Brotman Interior Designs, Inc. in Fairfax, VA, specializing in restaurant interior design and individual consultation.

UNIFORM

MORE THAN JUST CLOTHES

U ing up with interior design. Restaurateurs are realizing that how their employees look influences not only the way they feel, but also how customers respond to them and their restaurants. That is why today's uniforms are being designed to communicate a restaurant's ambiance as clearly as does the carpeting, tabletop design and wallpaper.

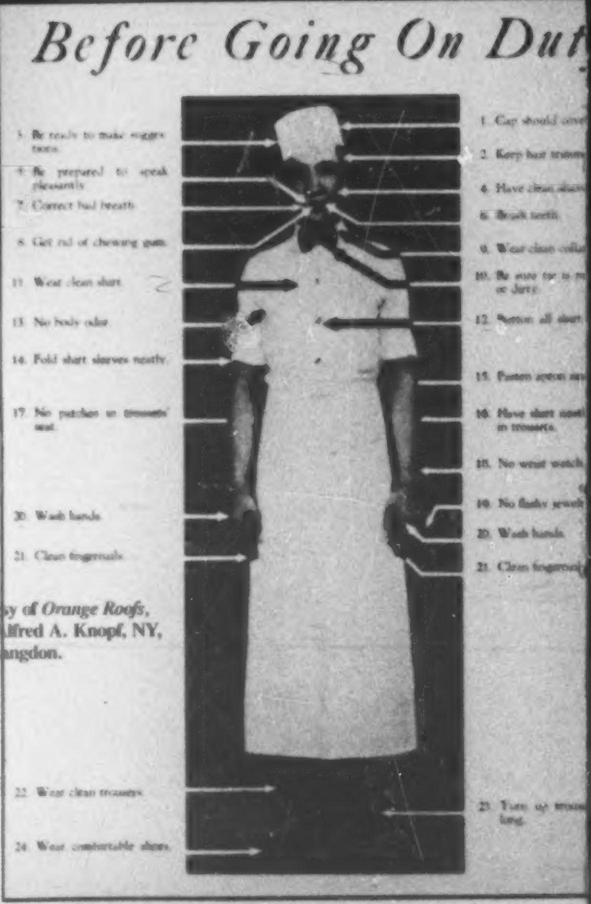
Uniform trends . . .

Operators are moving away from traditional styles toward more up-to-date looks, reports Marsha Hischke, head designer at Uniforms To You & Co. in Chicago, IL.

"The challenge," she says, "is to create uniforms that blend in with the decor but still make a statement." Some of the ways restaurateurs are meeting that challenge include:

- **Artwear.** Using logos and restaurant names has long been a part of uniform design. Today, operators are taking that concept one step further and are creating uniforms with specially designed artwork that reflects a restaurant's overall atmosphere. For instance, at America, a 350-seat eat-

Life-like displays at the Show created eye-catching uniform exhibits.


Before Going On Dut
3. Be ready to make suggestions.
5. Be prepared to speak pleasantly.
7. Correct bad breath.
8. Get rid of chewing gum.
11. Wear clean shirt.
13. No body odor.
14. Fold shirt sleeves neatly.
17. No patches on trousers' seat.
20. Wash hands.
21. Clean fingernails.
22. Wear clean trousers.
24. Wear comfortable shoes.
1. Cap should cove
2. Keep hair trimme
4. Have clean shav
6. Brush teeth.
9. Wear clean colla
10. Be sure tie is n or dirty.
12. Button all shirt
15. Fasten apron se
16. Have shirt neat in trousers.
18. No wrist watch
19. No flashy jewel
20. Wash hands.
21. Clean fingernail
23. Turn up trouse long.

Reprinted courtesy of *Orange Roofs, Golden Arches*, Alfred A. Knopf, NY, 1986 by Philip Langdon.

Uniforms To You and Co., is developing new looks for the 80s.

ery in New York, NY, new uniforms will echo various aspects of the decor. Campshirts are being printed with an engineered design that reflects such signatures as the restaurant's Statue of Liberty mural to the restaurant's black and white tiles and pastel hues.

- **Sophisticated touches.** While many uniforms still have their roots in formal wear, conservative looks are being brightened with skinny ties, tapestry and plaid cummerbunds, neon bow ties and suspenders and non-traditional fabrics.

For example, at Cafe Ba-Ba-Reeba, a 345-seat Spanish tapas restaurant in Chicago, IL, the uniforms pair short burgundy paisley jackets and bright narrow ties with conservative dark pants. The uniforms reflect both the restaurant's "Old World" influence and its festive "today" atmosphere.

- **Paralleling fashion trends.** Shirts and blouses are in step with fashion trends, ranging from soft feminine looks to rugged campshirts with a "safari" feel and oversized shirts, which have long "tails" in the back, large sleeves and small collars. Elan, for example, a 240-seat restaurant and lounge in Atlanta, GA, is using dressy, black oversized shirts accented with bright gold metallic belts to suggest a casual but sophisticated nightclub look.
- **Individualized accents.** Even when a restaurant sticks to a well-recognized theme or idea, there is plenty of room for innovation. The Hard Rock Cafe, a 350-seat casual eatery in New York, NY, with sister units in Los Angeles, CA, London, England, and other cities, features a basic 1950s look with jazzy personal touches.

Waitresses wear traditional white uniforms with bright red embroidered names (diner-style), but they are encouraged to add their own accents—jewelry, buttons and pins—to reflect the restaurant's eclectic collection of star-studded memorabilia.

- **Specialty aprons.** Even aprons, a familiar standby, are being used more creatively. Restaurateurs are drawn to their flexibility—one size fits all—and adaptability. "Many restaurants are ordering the aprons for special parties or catering events," says Kathryn Gale, owner of Kathryn Gale of Beverly Hills, CA, whose company specializes in imaginative aprons. New directions for apron design include tuxedo aprons with bow ties and carnations, Hawaiian-influenced prints with "built in" leis and executive-looking styles with ties and pocket handkerchiefs.
- **New fabric options.** New blends of fashionable, yet durable, fabrics are broadening uniform options and sparking an emphasis on natural fibers and textured looks. For instance, there is growing interest in a poly-rayon blend that looks just like linen—but doesn't wrinkle.

Sweaters also have become more practical for uniform wear, thanks to new yarns which have more color continuity and durability. Consequently, brightly-patterned sweater vests, cardigans and other novelty knits are becoming popular in restaurants emphasizing casual but coordinated looks.

Other current fabrics include high-count cottons, knits and silk-looking jacquards.

- **More color.** Stronger, more resistant fabrics are making it possible to use a wider spectrum of colors than in years past. They even make white tones an option. Designers are therefore able to suggest uniform colors that blend in with a restaurant's decor. Popular choices include pastels, such as mauves, peaches, seafoam greens and desert tones. Often these are mixed with stronger tints, such as slate grays or hunter greens for contrast.

Even within one color scheme, however, more variety has become commonplace. Staff may be dressed slightly differently to identify positions or to create visual interest and personality.

Practical considerations . . .

Creating a signature look is important, but uniforms must also be practical. Here are some factors to consider when ordering uniforms:

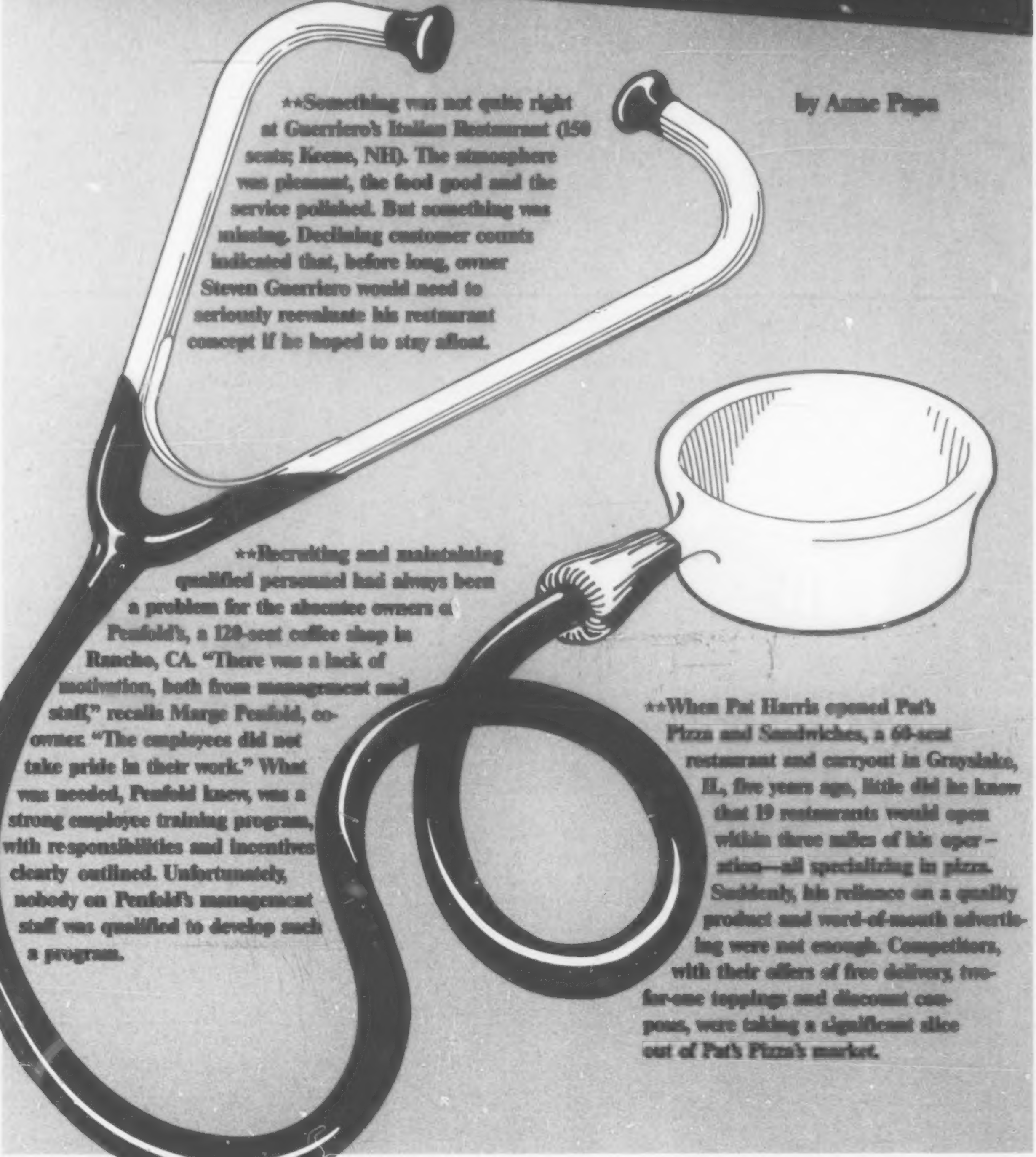
- **Durability.** Uniforms should last between two to three years. Because they are worn frequently, they should stand up to continual washings and daily wear and tear. Check for such desirable items as underarm guards, eyeletted buttons, reinforced stitching, extra-large pockets and two-button adjustable cuffs.
- **Fabrics.** Fabrics should be sturdy, colorfast, non-fading and Sanforized. Insist on materials that are stain and wrinkle resistant.
- **Size.** Try to choose styles that look good on different sizes and shapes. Dresses with well-defined waistlines, for instance, are harder to adapt to a variety of sizes; two-piece outfits offer more flexibility. To avoid ordering the wrong sizes, ask manufacturers for their measuring charts and specifications. Uniforms that come in general sizes—small, medium and large—are most practical and will help keep inventory down.
- **Staff input.** Before choosing a new uniform design, run your ideas past your employees. After all, they should feel comfortable in the style and cut. By making your staff feel part of the decision making process, you are also assuring their acceptance of your restaurant's new image—an enthusiasm that will be communicated to your guests. ❑

—Cecelia Niepold

Calling In Help

THE CLIENT/CONSULTANT RELATIONSHIP UPCLOSE

by Anne Papa



**Something was not quite right at Guerriero's Italian Restaurant (150 seats; Keene, NH). The atmosphere was pleasant, the food good and the service polished. But something was missing. Declining customer counts indicated that, before long, owner Steven Guerriero would need to seriously reevaluate his restaurant concept if he hoped to stay afloat.

**Recruiting and maintaining qualified personnel had always been a problem for the absentee owners of Penfold's, a 120-seat coffee shop in Rancho, CA. "There was a lack of motivation, both from management and staff," recalls Marge Penfold, co-owner. "The employees did not take pride in their work." What was needed, Penfold knew, was a strong employee training program, with responsibilities and incentives clearly outlined. Unfortunately, nobody on Penfold's management staff was qualified to develop such a program.

**When Pat Harris opened Pat's Pizza and Sandwiches, a 60-seat restaurant and carryout in Grayslake, IL, five years ago, little did he know that 19 restaurants would open within three miles of his operation—all specializing in pizza. Suddenly, his reliance on a quality product and word-of-mouth advertising were not enough. Competitors, with their offers of free delivery, two-for-one toppings and discount coupons, were taking a significant slice out of Pat's Pizza's market.

The problems faced by these three operators were distinctly different. Yet all three used the same technique to solve their problems—and all are now operating successful businesses. What Guerriero, Penfold and Harris each did was to hire an outside consultant.

"Bringing in a consultant was one of the most important business decisions I have ever made," avows Steve Guerriero. "I regard the day [the consultant] came on board as the turning point in my restaurant."

Consultants are called in to provide a variety of services—from the most general, such as concept development and long-term planning to the specifics, such as marketing, training or promotions. (See "How to Plug into the Consultant Network," ***NRA NEWS,*** November 1985 for further service ideas.) But regardless of their expertise, qualified consultants invariably bring three basic elements into the foodservice operation:

- **Time.** "One of the biggest complaints I hear from my clients is that they don't have the time to do what needs doing," says Denise Minchella, president of the Hospitality Company, a consulting firm based in San Francisco, CA. "By bringing in a consultant to help in a specific area, an operator can concentrate on the day-to-day aspects of running his business without worrying that he's neglecting anything." Not only is staff time saved while a consultant is tackling a project, but also often there are long-term time savings, resulting from the efficient programs.
- **Expertise.** Years of industry experience, exposure to all types of operations and extensive, ongoing research all contribute to a consultant's expertise. Recalls Steve Guerriero, "Initially, I was worried that an outsider coming into my business couldn't really understand my situation, not knowing the business climate in Keene as I did. But it wasn't long before I realized the consultant I hired had been to more Keene's than I'll ever visit. Almost instinctively, he was able to define my market and how I should position my business."
- **Motivation.** In many cases, an operator may already recognize what changes are needed in his establishment but may simply need someone to say, "Do it." "Often the best service I can provide my clients is to reinforce ideas they already have," maintains Ron Plummer, president of Plummer Associates/DHB, a New York-based consulting firm, and the man credited with helping Steve Guerriero turn his business around.

And if a consultant's positive reinforcement does not prompt action, his or her price tag will. Charles Smith, owner of C.S. Goodberry's (Arvada, CO; 750 seats) remarks, "When you bring in a consultant it generally means that business is down and money is tight. So you figure, 'If I'm paying this extra expense at a time when I can least afford it, I'd better get my money's worth. I'd better follow through on the plans developed.'"

Choosing a consultant . . .

The decision to hire a consultant is frequently made during a period of declining sales. Often there is no obvious reason for the downturn. You are working just as hard as always and following your standard operating procedures. Yet, for some reason, your business is in a slump or is headed into a slump. What has gone wrong? Your concept? Your marketing strategy? Your staff?

Pat Harris of Pat's Pizza recalls wrestling with these questions a couple of years ago when, motivated by the increased competition in his market area, he expanded his carryout business into dining and delivery. "I realized at that point that we needed guidance to grow profitably," he recalls. "It was a question of survival."

So Harris did what many operators do when shopping for a consultant—he began attending seminars sponsored by the National Restaurant Association. "I asked a lot of questions, particularly of other attendees who might recommend someone," he says. Finally, he attended a seminar conducted by Tom Feltenstein, president, American Restaurant Marketing Group, based in Miami, FL. "I found the messiah I was looking for," he says. "Nobody seemed to have an immediate grasp on my business situation and my need for a marketing strategy as well as Tom did."

In fact, many consultant-client relationships have developed through national or state restaurant association contacts. Bill Kozlak, owner of Jack's Cafe, (600 seats; Minneapolis, MN) recalls first hearing about consultant Denise Minchella, whom he eventually hired, on the NRA Show floor. "I was interested in developing an employee training program at Jack's," Kozlak explains, "but I didn't have time to do it myself. So I went to the Show and asked around. The name I kept hearing was Denise Minchella."

But not all consultant and operator meetings are planned. When Kristen Sierra, owner of the Savoir Fare consulting firm in Kirkland, WA, first encountered Southern Accents, a 38-seat restaurant in nearby Redmond, WA, she was simply a customer coming in for dinner. But she fell in love with the place and soon began making suggestions to co-owners Lisa Dupar and Patsy Carmichael about ways they could improve their visibility—by cutting down a large tree which blocked their entrance sign, for instance, or by decorating a backyard gazebo as a "Santaland" during Christmas to attract families.

But no matter how the client-consultant relationship is formed, it relies on one primary ingredient to make it work—chemistry. (See sidebar) The consultant must recognize in the client a willingness to experiment and a readiness for change. And the client must choose a consultant who respects his business philosophy and shares his vision. Says Denise Minchella, "The consultant and client work very closely together on a project, from start to finish. If there is no chemistry between them, it just won't work."

Working with a consultant . . .

How do the client and consultant define their working relationship, once it is established? How do they determine the consultant's responsibility to the client? And, most importantly, how does the consultant ultimately effect a positive change in the client's operation?

Clearly, much depends on the situation. A closer look at the three examples cited at the beginning of this article illustrates how different the services provided by the consultant might be.

★★At Guerriero's Italian Restaurant, consultant Ron Plummer came to Keene for an initial meeting and determined that an entire concept change was needed. Guerriero's market appeal was simply too limited. It only attracted Keene residents who liked Italian food in an upscale setting. By broadening the menu to include non-Italian items and by adding a light touch to the decor and atmosphere, Guerriero's would become popular with many other segments.

"Plummer's ideas were right on target," says Steve Guerriero.

Step one was changing the name of the restaurant from Guerriero's Italian Restaurant to Cafe Guerriero. "Ron felt the new name communicated a more casual atmosphere and a new menu that isn't strictly Italian," says Guerriero.

Step two was changing the menu itself by adding light fare items, such as salads and gourmet burgers. To emphasize the restaurant's family orientation, Guerriero decided he wanted to add a children's menu—so Plummer designed a menu on a brown bag, which could be filled with crayons and other small toys.

Next came a redesign of the restaurant's interior. "Our entrance looked foreboding," recalls Guerriero, "and the bar was situated in a cramped corner." Following his intuition and Plummer's suggestions, windows were added to the front wall, the bar was moved to the center of the dining room and the mauve color scheme gave way to forest greens and tans.

The result of the overhaul? "Sales at the restaurant have increased 25 percent since last fall," says Guerriero proudly.

★★At Penfold's Restaurant, consultant Denise Minchella was brought in to handle just one area of operations—employee training. Marge Penfold recalls that Minchella first came to the restaurant to watch employees as they interacted with customers, managers and each other. From these observations and from employee interviews she developed a program tailored to Penfold's needs. She then introduced the program, conducting training sessions for both management and staff.

"Basically, the program clarified job responsibilities, outlined performance standards and provided incentives for outstanding work," explains Penfold. And to overcome the natural resentment employees' had toward an outsider restructuring their job responsibilities, Minchella incorporated employee ideas into the program. "On her initial visit, she asked staff members, 'How would you run the perfect restaurant?' " recalls Penfold. When she returned with the finished manual, employee ideas formed a big part of the program."

According to Penfold, the benefits of Minchella's work can easily be measured by the better attitude, improved salesmanship and new spirit of teamwork among the restaurant's staff. In fact, each time there is a significant staff turnover at Penfold's, Minchella is called in to conduct orientation training sessions and to motivate the new crew members.

★★In Pat Harris' case, consultant Tom Feltenstein was brought in to handle one specific area—marketing—but ended up influencing other aspects of the business. "At our initial meeting, Tom, my wife and I locked ourselves in a hotel room for three days, and we analyzed our business from day one," recalls Harris. "It was clear that with our increased competition we needed a strong neighborhood marketing plan. But Tom also urged a new look, a new menu and an organized training manual."

Feltenstein gave Harris a three-month deadline in which to accomplish a set of marketing objectives they outlined together. At the end of those three months, they met again to discuss the plan's progress. During the intervening three months Harris had stepped up frequency of ad placement in local newspapers, tracking results to determine which paper reached most customers; switched his advertising emphasis from "giving away" his product—free delivery, free toppings, etc.—to "showcasing" his product with descriptive ad copy and illustrations; updated the restaurant's logo and redesigned the menu.

"The results of these changes in only three months were phenomenal," says Harris. "And they would not have happened if Tom hadn't been just a phone call away. With his help, I was able to make Pat's Pizza the front-runner in our market area." By the end of 1985, Harris reports, sales at Pat's Pizza had increased 29 percent over the previous year.

Keeping up the momentum . . .

Although many consultants keep in touch with clients after a project is completed, through follow-up phone calls, mailings and even occasional visits, it is up to the restaurateur to follow through on the consultant's suggestions and to keep up the project's momentum.

"When the consultant's work is done, your work is just beginning," notes Steve Guerriero. ❑

Chemistry: making the client/ consultant relationship work

As with personal and social relationships, the client/consultant interaction relies on chemistry to make it work. Here is a look at some qualities that promote a good working relationship:

The client should . . .	**The consultant should . . .**
*be straightforward about his business troubles without trying to gloss them over	*use tact and diplomacy when evaluating the client's business
*state his expectations upfront	*make no promises he cannot keep
*be open to suggestions even if they mean a departure from the way business is usually conducted	*respect the client's ultimate decision-making authority
*be organized and clear during meetings and phone conversations, recognizing that time is money to the consultant	*adhere to project deadlines determined by the client
*treat the consultant as a team member, not an outsider	*work with the client as part of a team

Beef Update

NEW DEVELOPMENTS IN BEEF PRODUCTION

by Claire Regan, R.D.

The move toward leanness that has swept the nation has begun to affect the livestock industry. The short, fat, prize-winning cattle of the 1950s would not stand a chance at this year's state fairs. Today's contestants are considerably leaner and taller, with longer legs and bodies. Livestock producers are responding to Americans' health concerns. They are making an effort to produce a leaner product to reverse the movement away from red meat.

Americans' taste for red meat began to wane during the 1970s as consumers became more educated about the relationship between diet and disease. Deaths from heart disease peaked in the mid 1960s, and this prompted health professionals to recommend a lower fat diet with leaner meats and alternatives, such as fish, poultry and pasta. As a result, consumers are demanding beef with less fat.

This trend also affects meals ordered in restaurants. A recent NRA survey on restaurant nutrition revealed that 64 percent of those polled said they would be very likely to order lean meats in restaurants. Meat suppliers are also beginning to notice more of a demand for leaner cuts by foodservice operators.

Claire Regan, R.D. is research manager, nutritionist for the National Restaurant Association.

Lower fat meats are popular . . .

In the 1950s a retail cut of beef without a fat layer was considered inferior. Today, excess fat is undesirable because it is considered wasteful and unhealthy. Industry experts believe that trimming outside fat to one-half inch on retail cuts of meat could increase sales from four to six percent. Some predict that one-half inch "trimmable fat" will soon replace the industry standard of one inch. Until then, wholesalers are generally willing to accommodate special requests for one-half inch to one-quarter inch trim or no surface fat.

There are other indicators of the growing popularity of lower fat meats. Meats from the U.S. "Choice" and "Good" grade categories are characteristically leaner than U.S. "Prime" and are increasing in acceptability. Plus, retailers have been responding to consumer demand for lean meat by offering cuts produced by separating muscles in groups. This technique removes a greater amount of intermuscular fat. In addition, some wholesalers are marketing non-traditional cuts from different body parts. For instance, strips and tips from the hip can be even leaner than those from the loin. They are slightly tougher but comparable in flavor, and they are reported to be good sellers.

Beyond the retail level, cattle producers have also made changes resulting in livestock with less fat and leaner meat. Today's advances in lean cattle production have been accomplished solely through adjustments in breeding, nutrition and improved management techniques—not through growth hormones and drugs. Grain-fed cattle have about six percent less fat than 30 years ago; this translates into an estimated 75-pound increase in lean meat per head.

Diets higher in protein and fiber also tend to inhibit fat development in cattle as do changes in feeding times. Specific feeding times, as opposed to constant access to food, may produce leaner cattle.

Newly developed varieties of beef are beginning to penetrate the market. Brae, Key-Lite and Beefalo are examples of specially-fed cross breeds that tend to be lower in fat and calories than meat from mass-produced cattle. Brae, for instance, averages 84 percent less fat and 43 percent fewer calories than comparable cuts of ordinary beef. It comes from a conventional Black Angus breed, but herds are fed differently than most cattle. Key-lite (or Chianina) is actually a descendent of a traditional Italian breed. Although the cholesterol content is not substantially lower than regular beef, key-lite has 25 percent less fat and 36 percent fewer calories. Beefalo is a man-bred cross between a bison (for leanness) and conventional cattle (for tenderness and flavor). This relatively new beef averages 80 percent less fat and 55 percent fewer calories than standard beef cuts.

Some of the techniques used to raise these cattle are relatively innovative and all do not produce equally flavorful meats. Cost, too, can be a deterrent to adding cuts from these new breeds to your menu. Prices range from about $5 a pound for ground sirloin to close to $20 per pound for filet. Presently production of low-fat breeds is limited, and it may be best to look for a local producer or to order from one who distributes through the mail.

USDA takes action . . .

In an effort to reflect these new developments in livestock production, USDA recently reevaluated the nutrient composition of beef. USDA had been using nutrient information derived from research done during the 1950s, which represented the livestock, retail practices and laboratory techniques of that era.

The most significant difference between the old and new data is the fat content of beef. The new data show that beef of the 80s is considerably lower in fat than that of 30 years ago, but close to half of the fat remains saturated.

Also, USDA recently revised its policy on fat, lean and light claims for meat and poultry products. The new policy closes the loopholes that allowed high fat products to be labeled lean or low fat based on comparison with an arbitrary standard. The regulation applies to packaged whole, fresh cuts as well as processed meats, such as sausages, hot dogs and cold cuts. Manufacturers have a year to comply with the new rules, outlined below. Although foodservice operators will not be directly affected by the new regulations, you may notice the terms being used on the products you are purchasing.

The terms "lean" and "low fat" may be used only on meat and poultry products with no more than 10 percent fat. A product labeled "extra lean" will contain no more than five percent fat. All products with an emphatic claim must disclose the actual

Comparison of select nutrients
(6-ounce cooked portions)

	Calories	Fat grams	Saturated fat grams	Cholesterol milligrams
Skinless chicken, roasted	282	12.6	3.5	152
Batter fried chicken with skin	470	29.5	7.8	148
Flounder, baked	237	2.0	0.5	104
Beef roasted (1980s data)	384	18.8	8.4	146
Beef, roasted (1950s data)	611	51.0	25.0	142

Sources: National Livestock & Meat Board and USDA.

Leaner beef cut values
(6-ounce portions, trimmed and cooked)

	Calories	Fat grams	Saturated fat grams	Cholesterol milligrams
Eye of round steak	316	12	4.6	118
Ground round	321	11	4.6	155
Top round steak	332	12	4.2	144
Tip roast	334	14	5.2	138
Sirloin steak	370	17	6.6	150
Top loin steak	364	17	7.2	130

Source: National Livestock and Meat Board, *Meat Nutri-Facts.*

THE STEAKHOUSE ENTERS A NEW ERA

For better or worse, the typical American steakhouse isn't what it used to be. Whether rapidly or gradually, steakhouses are adapting to changes in American taste. More and more operators are aiming for a broader image to identify with the family market rather than with any particular kind of food, although some luxury-class steak houses are thriving.

Chains and independents that are staying within the steakhouse category are increasingly softening the image by creating many menu options. Already, the steakhouse that offered the diner only one alternative to steak seems a relic of another age.

The changes are most dramatic in the budget sector, where companies are revamping their decor, menus and advertising. The Bonanza chain, based in Little Rock, AR, has done away with Western motifs of picnic tables, branding irons and barbed wire—a look developed in the 1960s when the craze for television westerns swept the country. Instead, the contemporary decor features light wood panelling, stained glass and brass fixtures.

The "Hoss Special" and "Little Joe Special" of yesteryear have given way to "Freshtasticks." More than a salad bar, it offers fresh fruits, soups, hot vegetables, nachos, desserts, soft serve ice cream. A new line of home-style sandwiches has also done very well.

Completing the transformation is a name change, from Bonanza Sirloin Pits to Bonanza Family Restaurants. A new logo, to be introduced in 1987, will publicize the chain's diversified menu: "Steak, chicken, seafood, salads."

The white tablecloth steakhouses have updated their image in more subtle ways, often merely by altering the balance of menu items.

The Angus Barn in Raleigh, NC, for example, has simply added a few seafood dishes. To make sure the swordfish, lobster tails and shellfish are as good as the beef, the company bought an interest in a local fishing company.

By baking its own bread and creating interesting vegetable accompaniments, the Angus Barn tempts customers into making steak or seafood part of a well-balanced meal. Many customers now complete the meal with a free apple plucked from an enormous barrel in the lobby.

—Toni Lydecker

amount of fat either as a percentage or as grams.

Meat labeled "leaner" or "lower fat" must be 25 percent lower in fat than one of three standards: the USDA standard for the product, current market basket data (representative of similar available products) or the values from USDA food composition tables. The use of the USDA standard will be permitted only if it represents the majority of products in the marketplace. Products using comparative claims also must provide quantitative information about fat or lean content and compare it to one of the three standards noted above.

Terms such as "light," "lite" or "lightly" may be used on meat and poultry products with significantly fewer calories, fat, salt, sodium, breading and/or other component than found in a similar product. A "significant reduction" is defined to be at least 25 percent lower than one of the three standards outlined in the previous section. ❑

NEW TRIMMED-DOWN BEEF DISHES

Many restaurants are finding they can satisfy customers' desire for lighter food, without eliminating beef from the menu, by serving beef in innovative and attractive ways. Beef that is sliced paper thin and fanned out on a plate often has wider appeal than a large steak covering half the plate. Best of all, the diner consumes only four to six ounces of beef.

The ideas presented here come from *The Lighter Side of Beef.* For a free copy of the booklet, which contains large-yield recipes, contact the Beef Industry Council, 444 North Michigan Ave., Chicago, IL 60611 (312) 467-5520.

- **Cajun blackened stripsteak.** Thin-sliced steak is coated on the outside with Cajun spice mixture, then cooked quickly in a red-hot skillet. Spicy and crunchy on the outside, the meat is tender and flavorful inside.
- **Fajitas.** Thin strips of steak are marinated, grilled quickly and arranged on tortillas with lettuce and guacamole.
- **Pepper steak salad.** Steak strips are marinated in oil, garlic and red wine, then stir fried. Serve warm or cold in pita bread or salad.
- **Texas longhorn pizza.** Pizza is brushed with barbecue sauce, then topped with slices of barbecued beef and mozzarella cheese.
- **"Slight bites."** Canapes combine ¼–½ ounce of roast beef with capers, caviar, avocado or watercress on a cracker.

Ginger-orange beef

serves four

1 lb. beef top round steak
⅛ cup orange juice
⅛ cup soy sauce
1½ tspns. cornstarch
1½ Tbs. grated orange peel
1 Tbs. freshly grated ginger or
1½ tspns. ground ginger
1 tspn. cinnamon
2 tspns. vegetable oil
1 carrot, sliced
1 green bell pepper, sliced
1 red bell pepper, sliced
¼ lb. snow peas, trimmed
¼ cup sliced water chestnuts
1 head iceberg lettuce, shredded

Trim outside layer of fat from steak. Slice steak into thin strips. Mix soy sauce, orange juice, cornstarch, orange peel, ginger and cinnamon. Pour over steak.

Heat one tspn. oil in large non-stick surface skillet until hot. Add beef. Stir-fry over high heat until browned, about 3 minutes.

Remove beef to plate.

Add remaining tspn. of oil. Add all vegetables except lettuce. Stir-fry vegetables until crisp-tender, 3 to 4 minutes.

Return beef to skillet. Cook, stirring constantly, until beef is hot.

Place lettuce on serving plate; top with beef mixture.

—Beef Industry Council

Beef in tortillas

serves four

1 lb. beef top round steak
1 tspn. oil
1 onion, chopped
1 clove garlic, finely chopped
¼ to ½ tspn. liquid red pepper sauce
½ tspn. salt
4 flour tortillas
¼ cup chopped parsley
1 large tomato, chopped
1 large zucchini, sliced
Sour cream, garnish
Chile salsa, garnish

Trim outside layer of fat from steak. Slice steak into thin strips; cut into squares.

Heat oil in large, non-stick surface skillet until hot. Add beef. Cook quickly, stirring constantly until beef is browned on all sides (about 4 minutes). Stir in onion, garlic, red pepper sauce and salt. Heat to boiling; reduce heat and cover. Simmer 10 to 15 minutes or until beef is tender.

Wrap tortillas in foil; heat in 350° oven until warm, about 5 minutes.

Stir parsley into beef mixture. Add tomato and zucchini, cover. Cook just until hot, about 4 minutes.

With slotted spoon, place about one cup beef mixture in each tortilla. Serve each tortilla with sour cream and chile salsa.

—Beef Industry Council

TECHNICAL SERVICES

by Robert E. Harrington

Characteristics of major foodborne diseases

Part III of a four-part series

Many health departments are preparing to implement a new concept in restaurant inspection that emphasizes time/temperature control of potentially hazardous foods throughout the preparation cycle. This series introduces a streamlined version of that program called SAFE (Sanitary Assessment of Food Environment). SAFE can protect your business against an outbreak of foodborne disease by helping you identify, control and monitor the critical points in your food handling and preparation system.

In the first two parts of this series we discussed how the SAFE program establishes critical control points to prevent contamination and limit bacterial growth.

In this article we will examine the unique characteristics of the disease organisms you will be controlling: where they come from, how they grow and which ones form heat-resistant spores or toxins. This information will help you devise effective controls for some of the more frequently reported foodborne disease agents.

A look at Salmonella . . .

Most foodborne diseases infect the tissues of the digestive tract, resulting in gastric distress: nausea, vomiting, cramps and diarrhea. Probably the best known of the infectious intestinal organisms is *Salmonella* (especially since the 1985 Salmonella outbreak in milk in Illinois which affected several thousand persons). Salmonella produces fever, vomiting, diarrhea and abdominal pain. The disease usually lasts several days, unless the bacteria burrow through the intestinal wall and cause more serious effects. Severe diarrhea can lead to dehydration or other secondary conditions, some of which can be fatal.

Many wild and domestic animals are naturally infected with Salmonella, and the bacteria are shed in feces. Insects, rodents and birds spread Salmonella in their droppings, therefore effective pest control must be part of your SAFE program. Poultry is frequently infected, and slaughter practices increase the level of contamination. You should regard any piece of raw poultry as a potential carrier of Salmonella, and anyone who handles raw poultry must thoroughly wash their hands before touching other food. Utensils and work surfaces (knives, cutting boards, counters, etc.) must be washed and sanitized after poultry use to avoid cross-contamination to other foods. Salmonella is also often found in other raw meats as well as on and in eggshells.

Infected human carriers may have mild illnesses or no symptoms at all and still shed Salmonella in their stools. That is why personal hygiene is such an important control for this organism. Obviously, an employee with diarrhea should not be allowed to handle foods or clean utensils, and you may wish to request medical clearance before an ill employee returns to work.

Salmonella is susceptible to temperature control. Rapid chilling to 45°F or less and hot storage above 140°F will inhibit growth. Cooking to 165°F in the *center* of foods will kill Salmonella. However, the dry conditions on the surface of large roasts may allow some survival, so added moisture in the form of roasting bags, foil wrap coverings, water pans, etc. will improve the kill rate.

Other infectious intestinal organisms . . .

Shigella is an intestinal organism similar to *Salmonella* but its source is infected workers. Control is based on good personal hygiene, keeping ill workers off the job, quickly refrigerating foods below 45°F, heating foods to 165°F and holding hot foods above 140°F.

Campylobacter is a common contaminant of raw meats and poultry. Control points must stress personal hygiene, thorough cooking and rapid chilling to prevent multiplication.

Vibrio parahaemolyticus is a contaminant of fish and shellfish, including shrimp and crab. Good refrigeration and thorough cooking are necessary for control of Vibrio. Raw or undercooked seafood may also transmit worms or other parasites. Reputable sources, careful inspection of shipments, freezing and thorough cooking are the most effective control points.

Staphylococcus (staph) produces a toxin which causes violent, explosive vomiting and sometimes diarrhea one to six hours after it is ingested. Because the illness is caused by a toxin, not infection, there usually is no fever. Although the symptoms only last for a day or two, they are so severe that exhaustion and dehydration can produce serious aftereffects. Staph is sometimes found in bruised poultry, but its primary source is the nose and throat discharge of humans, along with infected cuts, burns and boils. Thus, good personal hygiene is the first line of defense

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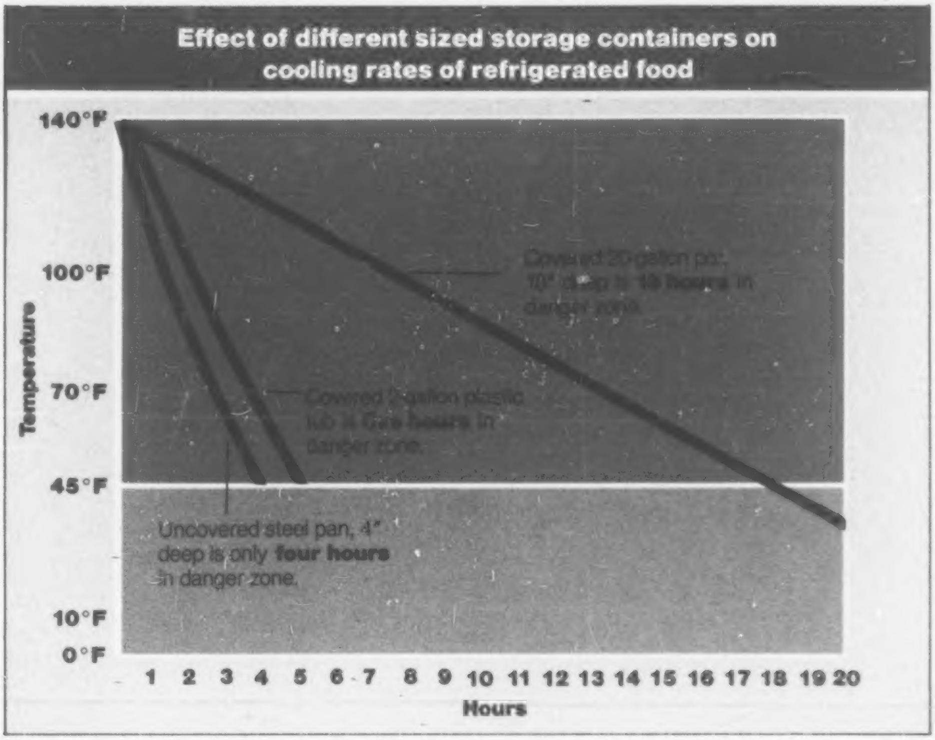
Robert E. Harrington is assistant director of technical services and safety for the National Restaurant Association.


Effect of different sized storage containers on cooling rates of refrigerated food

against Staph contamination. Workers with infected cuts or burns should be excluded from food handling as should those with viruses and colds, as coughing and sneezing spread Staph. Frequent and thorough handwashing will reduce the numbers of Staphylococcus that get into foods.

Staph is a poor competitor, and may not grow well if other organisms are present. If a cooked food is recontaminated by Staphylococcus, the bacteria grow explosively when the food cools slowly between 140°F and 45°F. Staph also grows well in foods with high concentrations of salt or sugar, such as ham and custards, so these foods need careful refrigeration.

However, the bacteria produce a heat-stable toxin which is not destroyed by cooking temperatures. So you cannot count on heating alone to protect against Staph. Your controls must include prevention of contamination through good hygiene and rapid cooling to 45°F to prevent growth. Staphylococcus is often implicated in cases where large quantities of food, such as chili, are allowed to cool slowly in large masses for several hours. During this slow cooling, the Staph toxin is formed, and it cannot be inactivated by even the most vigorous reheating.

Chilling foods rapidly in small, shallow pans cuts the exposure time by more than 75 percent and deprives Staph or other bacteria of the time they need for growth.

Botulism can be fatal . . .

Botulism is another foodborne disease caused by a toxin. *Clostridium botulinum*, the causative organism, is commonly found in soil or dirt, and raw vegetables are often contaminated. This microbe forms tough spores which are not destroyed by normal cooking temperatures; and when these spores germinate at favorable temperatures, they produce the toxin. The nervous system is poisoned, resulting in dizziness, double vision and paralysis. Botulism can be fatal.

Luckily the bacteria do not grow rapidly in acid foods (below pH 4.6) or at refrigerator temperatures below 45°F. In addition to these limits, the microbes can only grow in the absence of free oxygen. In the past, Botulism was associated with vacuum-sealed canned goods, especially non-acid home canned products. But recent outbreaks have been linked to potato salad and sauteed onions; spores survived the initial cooking, then slow cooling in large masses allowed incubation under anaerobic (no oxygen) conditions.

Control of Botulism involves using only commercially canned products, holding cooked foods above 140°F and rapidly cooling to less than 45°F in shallow containers, preferably less than four inches deep.

C. Perfringens is another anaerobic spore-former. It causes lower intestinal distress, with pain, cramps, gas and diarrhea. Raw meats are often contaminated so it is important to prevent cross-contamination from raw to cooked foods. Most outbreaks are associated with meats, stews, sauces, gravies, etc., which are cooled slowly in large masses or inadequately reheated. There are several critical control points, including holding hot foods hot (above 140°F) to prevent growth. Chill foods rapidly to below 45°F to limit growth and reheat rapidly to 165° to destroy the bacteria.

Rapid reheating does not mean slow warming . . .

Rapid reheating does not mean slow warming in a steamtable or bain-marie. These appliances are designed to hold foods which are already hot. Using them to heat a cold product may prevent scorching, but it also encourages bacterial growth. To raise food temperature quickly, use range tops, conventional or microwave ovens and limit the time in the danger zone between 45°F and 140°F.

Bacillus cereus is found in soil and dust. It causes nausea, cramps and diarrhea. It grows well in custards, puddings, sauces and cooked grains, especially rice. As with many other disease bacteria, control rests mainly on rapid chilling in small quantities.

Scombroid fish poisoning is associated with dark meat fish, such as tuna and mackerel. When fish are not refrigerated, *Proteus* bacteria can form waste products, which cause intense headaches, dizziness, nausea, vomiting, facial swelling and itching. The toxic material is not destroyed by cooking. It survives boiling for more than an hour, so control must be through

SAFE flowchart to prevent Salmonella transmission by roast chicken

Critical handling points that need to be met	Corrective actions if critical points are not met
Delivery: USDA inspected Arrives in sound condition Temperature less than 45°F	(Reject shipment)
Storage: Refrigerate below 45°F Do not allow contact with other foods	(If refrigerator is above 45°F, move chicken to functioning unit. If product is above 45°F for 2–4 hours, discard. If other foods are contaminated with raw chicken fluids, discard)
Preparation: Minimize time exposure at room temperature	
Hygiene: Employees wash hands, clean and sanitize utensils before handling other foods	(If other foods are contaminated with raw chicken fluids, discard)
Cooking: Roast until center temperature = 165°F and joints show no blood	(Continue cooking until center = 165°F)
Chilling: Separate or bone using clean and sanitized utensils and cool in shallow pans to 45°F within 4 hours	(If chicken has not cooled to 70°F in 2 hours, agitate and transfer to freezer. The product must reach 45°F within 4 hours)
Reheating: Reheat rapidly to 165°F in center	(If chicken has not reached 165°F in center, do not serve)
Hot holding: Store above 140°F internal	(If product temperature falls below 140°F, reheat to 165°F)

conscientious refrigeration of fish—from the time of the catch to the use in the kitchen.

Many other seafoods also can cause illness from a variety of naturally occurring toxins or biological contaminants. Your best control is to buy only from approved, reputable sources, inspect the shipment closely before accepting delivery and retain shipping tags as proof of the source. Reject any shipment that shows signs of temperature abuse. The flesh should be firm, the gills should be bright red, the eyes should be firm and protruding and there should be no offensive odors. The maxim, "the nose knows . . ." remains a legitimate yardstick for freshness.

Fungi are primarily spoilage—rather than pathogenic—organisms. The most familiar fungi are the white molds on some cheeses or the blue-grey-green "fuzz" on fruits. Molds grow best in moist conditions, such as in refrigerators or wet grains, but they are capable of growing on virtually any food hot or cold, salty or sugared, acid or alkaline.

A few of the molds are beneficial, such as those which produce Roquefort or blue cheese; but by the time most molds become visible, they have literally spoiled the food. Molds' digestive products impart "musty" flavors, and some molds produce toxic or cancer-causing substances. FDA has approved trimming moldy cheese under very limited circumstances. But for safety's sake and to avoid flavor and quality losses, you should examine your inventory-rotation and shelf-life policies and should rotate stocks quickly enough to prevent mold growth.

Other mold control is based on cleanliness and good housekeeping. Keep work and storage areas clean and reduce the numbers of mold spores in the air. Since many species of mushrooms contain deadly poisons, you should use only commercially grown mushrooms from a commercial supplier.

Yeasts can also be beneficial, as in fermenting alcoholic beverages and in leavening doughs but, like molds, they are most often spoilage organisms. They can usually be recognized by gas bubbles, and the smell or flavor of alcohol in the food. Discard any food so affected. Cleanliness, housekeeping and inventory control, especially rotation, are again your best controls.

In sum . . .

There are literally hundreds (perhaps thousands) of species of bacteria, viruses, molds and chemical poisons that can turn a delicious meal into a vehicle for disease. Although each organism has its own unique niche in life, with special growth characteristics, your critical control points can prevent microbial growth. Careful, critical emphasis on the three broad areas of SAFE food handling is the most reliable way to prevent foodborne disease. To reiterate,

- **keep it clean**—prevent contamination by separating raw and cooked products, insisting on good habits of personal hygiene and using clean, sanitized utensils in your operation.
- **keep it hot**—heat potentially hazardous foods rapidly, cook thoroughly, hold above 140°F and reheat to 165°F.
- **keep it cold**—chill foods rapidly in small shallow containers to 45°F or less.

Next issue: Applying the principles of SAFE.

Nutrition continues to affect restaurant choices

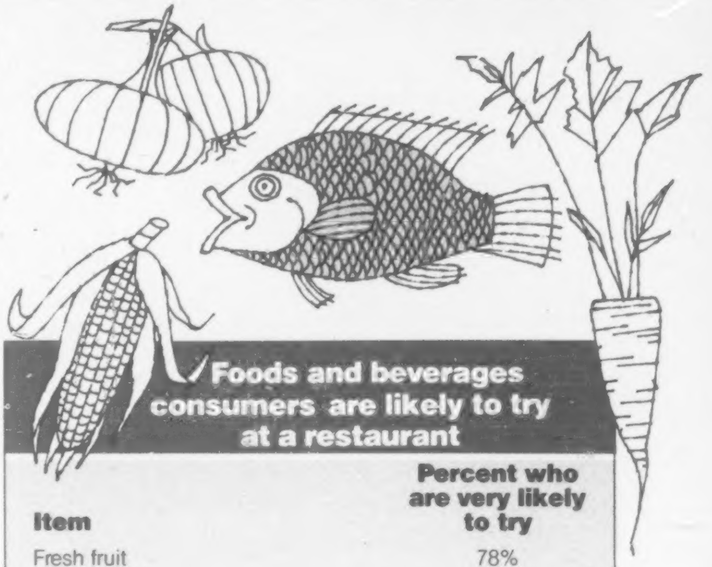
This article highlights results from several research studies, which confirm that consumer interest in health and nutrition is not only a trend that is here to stay but one that continues to influence America's eating out behavior.

Recently some observers have said that the interest in health and nutrition and in nutritional offerings at restaurants has decreased or that only a relatively small, insignificant group of consumers is interested in such things. The results of two Gallup surveys* conducted for the National Restaurant Association in August 1983 and March 1986 suggest that this is not the case. In addition, a recent in-depth consumer attitude and behavior study has provided NRA with the means to segment, or divide, consumers according to their attitudes and behavior regarding health and nutrition. Even more importantly, NRA has been able to gain insight into how these concerns affect different consumers when they make restaurant choices.

Interest in health and nutrition remains undiminished . . .

During the two and one-half years between the two Gallup surveys, interest in health and nutrition and its effect on eating out remained undiminished. Six out of 10 consumers reported they had changed their eating habits at home both in 1983 and in 1986, and four out of 10 reported changes in their away-from-home eating habits in both surveys.

The Gallup results also provide information on exactly what changes consumers have made in their eating out choices. Respondents who had reported a change in their away-from-home eating habits were asked what major changes they had made when they eat at a restaurant or other eating place. The accompanying chart shows the various changes made in 1983 and in 1986 and how these changes have altered over time. Adults now report making an effort to eat more vegetables (26 percent versus 18 percent), eat less fats (20 percent versus 16 percent), eat less meat (17



Foods and beverages consumers are likely to try at a restaurant

Item	Percent who are very likely to try
Fresh fruit	78%
Lean meats	64%
Broiled/baked fish or seafood	63%
Whole wheat breads, rolls, crackers	59%
Steak or roast beef	58%
Poultry without skin	46%
Raw vegetable appetizer	45%
Whole grain muffins	40%
Vegetables seasoned only with herbs or lemon juice	36%
Food cooked without salt	35%
Regular soft drink	35%
Fried fish/seafood	34%
Low fat cottage cheese	33%
Cereal with low fat or skim milk	33%
Fried chicken	32%
Reduced calorie salad dressing	30%
Diet soft drink	30%
Caffeine-free soft drink	30%
Whole grain pancake/waffles	28%
Caffeine-free coffee	28%
Premium ice cream	27%
Low fat, low calorie fruit desserts	25%
Sugar substitutes	25%
Bagel/bread with low fat cream cheese	24%
Rich, gooey or chocolate dessert	22%
Fruit ice/sorbet	22%
Calorie-controlled entree	20%
Low cholesterol egg substitute	9%

Source: National Restaurant Association, August 1986.

**In both surveys consumers were asked this question: "In recent years some people say they have changed their diets by increasing their consumption of fruits, vegetables or whole grains or by decreasing their consumption of refined sugar, animal fats or salt. Have you changed your eating habits in any of these ways when you—eat at home; eat at a restaurant or other eating place?" Respondents who stated they had made changes when dining away from home were also asked to describe these changes.*

percent versus 12 percent) and avoid fried foods (15 percent versus 10 percent). Consumers also continue to use less salt and sugar, eat more fish and order more salads.

These results report what consumers *say* they are doing, and this can be contrary to how they are actually *behaving*. A look at changes in menu items ordered from 1982 to 1985 reveals that consumers are indeed doing what they say they are doing. The CREST *Household Report* shows the big gainers include nonfried fish, main dish salads, rice, fruit, chicken and Asian foods.

Most consumers are nutritionally aware . . .

To further investigate consumer health and nutrition issues and their effect on restaurant choices, the National Restaurant Association conducted an in-depth consumer attitude and behavior survey in February and March of this year. The objective of this survey was to assess consumer awareness of and attitudes toward health and nutrition. Generally, the results were similar to those from other studies. For example:

- Most Americans feel at least somewhat informed about issues related to health and nutrition.
- At least half of the respondents said they make a conscious decision to restrict the use of some foods and food additives, such as salt, sugar, fat and cholesterol.
- About two-thirds said they make a conscious decision to eat other types of nutritional foods, including foods high in fiber, calcium and starch.
- Slightly more than one-third of the adults surveyed are either on a diet or have been on one in the past year.

Consumer eating out tastes vary . . .

This survey also queried respondents about their likelihood to try various menu items in restaurants. The inquiry interspersed some commonly ordered items, such as fried chicken and broiled or baked fish, with items that are seen less frequently on menus, such as skinless chicken and vegetables cooked without salt.

What is interesting about the results is how some of the less frequently seen menu items stack up against the old standards. For instance, 46 percent of the respondents reported they would be very likely to order poultry without skin compared to 32 percent who would be very likely to order fried chicken. The rank order suggests that overall American consumers have much more varied tastes than might be expected. Of course, needs differ at different meal occasions, but most consumers express a surprisingly strong willingness to try many of the less common items.

Of the 28 items included on this survey, the number one item is fresh fruit, with nearly eight out of 10 respondents indicating they are very likely to try this in a restaurant. Six out of 10 said they would very likely order lean meats, broiled or baked fish and seafood, whole wheat breads and steak or roast beef. The least popular item was a low cholesterol egg substitute. Fewer than one out of 10 would order this in a restaurant. A complete listing of all items is shown in the accompanying table.

Four distinct health and nutrition groups . . .

The second, and perhaps most important, objective of this study was to try to make sense out of a diversity of consumer attitudes about health and nutrition issues to better understand consumer restaurant choices. By grouping similar consumers and by describing each group using attitudinal, behavioral and demographic measures, NRA was able to reach an understanding of how attitudes toward health and nutrition issues interact with eating out behavior.**

The overall results revealed that although most Americans are aware of health and nutrition issues, they are not all alike. Four distinct consumer groups with regard to health and nutrition were identified, and these are:

- Traditional Consumers
- Weight Conscious Consumers
- Health Conscious Consumers
- Uncommitted Consumers.

Four percent of the population could not be put into one of these four groups.

The accompanying chart shows what proportion of the adult population is represented by each group as well as what proportion of restaurant meal occasions each group accounted for at the time the study was conducted.

A disproportionately large number of fast food occasions came from Traditional Consumers—46 percent. On the other hand a relatively large number of transactions at fine dining or atmosphere restaurants came from two groups—Weight Conscious Consumers and Health Conscious Consumers, 31 percent and 26 percent, respectively.

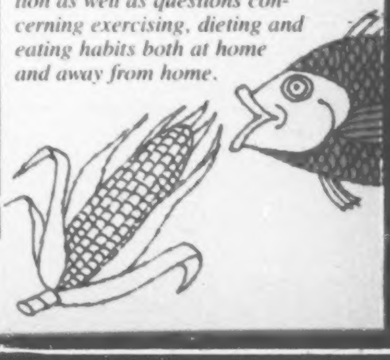
Traditional Consumers . . .

Traditional Consumers can also be described as meat and potato eaters, and they tend to eat what they like when they like. Their demographic and behavioral profile is detailed in the accompanying chart. When eating at home, Traditional Consumers are partial to regular soft drinks, butter, enriched white bread, whole milk and beef. Their eating out behavior reflects these preferences. Traditional Consumers tend to opt for steak or roast beef, regular soft drinks, fried chicken, fish and seafood and rich, gooey chocolate desserts.

To these people, taste is definitely the most important thing. They are not interested in menu items cooked without salt, they do not worry about ordering nutritious food when eating out and they are not looking for low fat foods in restaurants.

Weight Conscious Consumers . . .

Not surprisingly, Weight Conscious Consumers pay attention to the calorie content of the foods they eat, and they are also interested in nutritional content. The key words with this group are diet, reduced calories and substitute. The products they are likely to want when they dine out include reduced calorie salad dressing, sugar substitutes and diet soft drinks. At the same time, these Weight Conscious Consumers tend to avoid the items that Traditional Consumers are after—regular soft drinks,



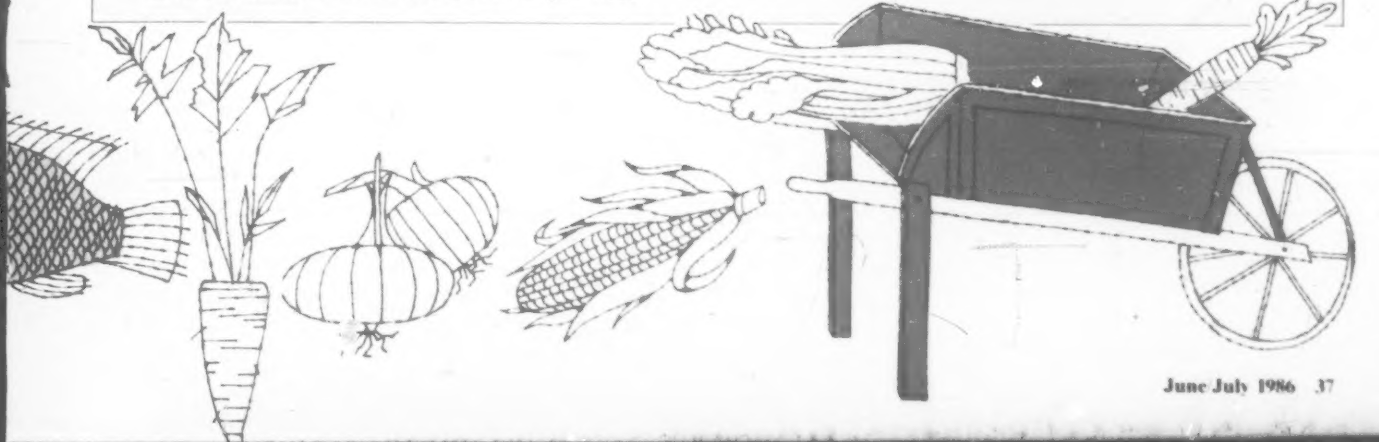
***In order to classify the respondents to this survey into the four groups a multivariate analysis was performed. This analysis involved looking at responses to the attitudinal questions on health and nutrition as well as questions concerning exercising, dieting and eating habits both at home and away from home.*

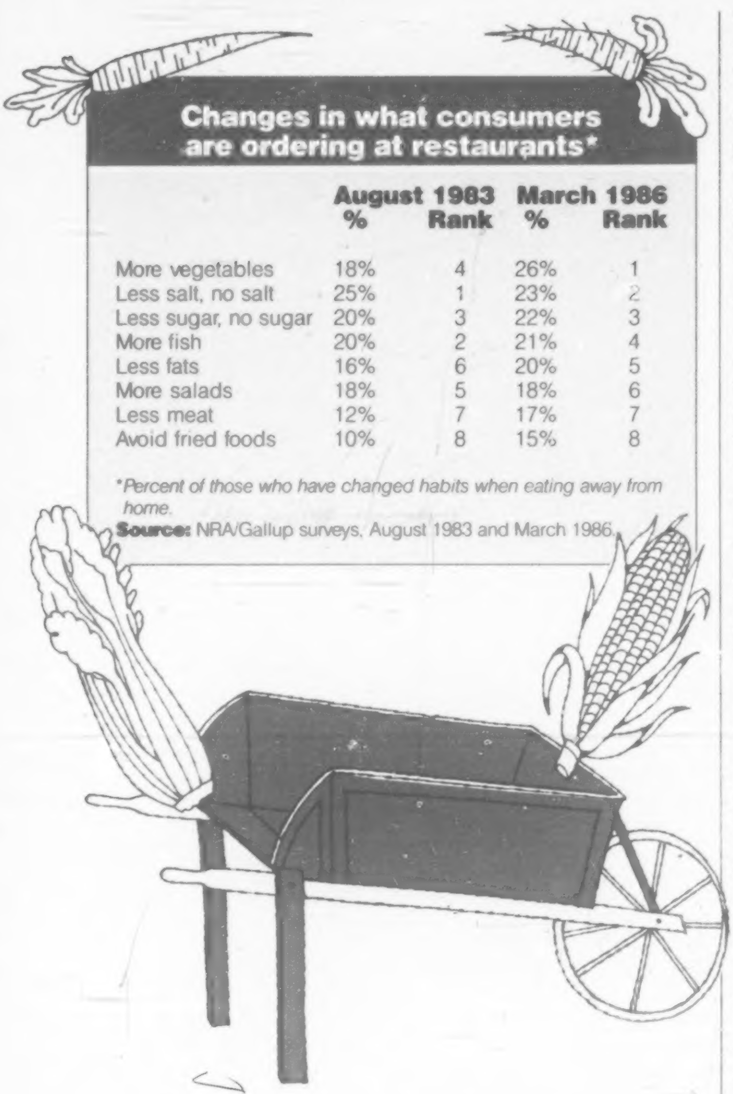
Characteristics of health and nutrition consumer groups

	Traditional Consumers	Weight Conscious Consumers	Health Conscious Consumers	Uncommitted Consumers
Percent of adult population	37%	23%	19%	12%
Percent of eating out occasions[1]	43%	25%	17%	12%
Demographic characteristics[2]	Men, 18 to 34 years old; live in rural areas; high school education; income under $40,000	Women, 45 to 54 years old; in couples, female does not work; live in an urban area; income over $40,000	Women, 55 years old and older; married with no children; college educated	Men, 35 to 64 years old; employed full time; live in a suburban area; income over $40,000
Behavioral characteristics[2]	Frequent fast food places; do not diet; exercise moderately; do not restrict use of salt, sugar, fat and cholesterol; do not consume foods high in fiber, starch and calcium	Patronize moderately priced or fine dining establishments; diet; restrict use of salt, sugar, fat and cholesterol; increase use of foods high in fiber and calcium	Eat infrequently at fast food places; patronize midscale and upscale restaurants; exercise frequently; restrict use of salt, sugar, fat and cholesterol; eat foods high in fiber, calcium and starch	Frequent fast food places and midscale restaurants; do not diet; average in their attempts to restrict use of salt, sugar, fat and cholesterol; do not eat foods high in fiber, calcium and starch
Foods very likely to order in restaurants[3]	Steak or roast beef; regular soft drinks; fried chicken; fried fish/seafood; rich desserts; premium ice cream	Reduced calorie salad dressing; sugar substitute; calorie-controlled entrees; low fat, low calorie fruit-based desserts; diet soft drinks; raw vegetable appetizers; low cholesterol egg substitute	Vegetables seasoned only with herbs or lemon juice; broiled/baked fish; raw vegetable appetizer; whole wheat breads, rolls and crackers; whole grain pancakes; poultry without skin; food cooked without salt; fresh fruit	Whole wheat bread, rolls and crackers; poultry without skin; diet soft drinks; broiled or baked fish/seafood
Foods less likely to order in restaurants[3]	Vegetables seasoned only with herbs or lemon juice; whole grain muffins; poultry without skin; reduced calorie salad dressing; low fat, low calorie, fruit-based dessert; calorie-controlled entree; raw vegetable appetizer; whole wheat breads, rolls or crackers	Regular soft drinks, steak or roast beef; fried fish/seafood; fried chicken; rich desserts; premium ice cream	Regular soft drinks; diet soft drinks; fried chicken; reduced calorie salad dressing; sugar substitute; fried fish	Steak or roast beef; fried chicken; fried fish/seafood; lean meats; reduced calorie salad dressing; premium ice cream; rich desserts

1. *The number of eating out occasions are based on respondent recall and not on continuous recording of eating out behavior. Also, the timing of the study, February and March, may not be indicative of year-round behavior. However, the occasion breakdown is similar to CREST, and therefore NRA believes it provides a reliable view of eating behavior.*
2. *Members of all four groups come from all demographic and behavior segments. The characteristics presented here represent those where a greater proportion than average occurs.*
3. *Members of all groups are likely to order any of the foods listed in the survey. The ones presented here represent those foods where an above-average (likely to order) or a below-average (unlikely to order) proportion of group members responded.*

Source: National Restaurant Association, August, 1986





Changes in what consumers are ordering at restaurants*

	August 1983 %	Rank	March 1986 %	Rank
More vegetables	18%	4	26%	1
Less salt, no salt	25%	1	23%	2
Less sugar, no sugar	20%	3	22%	3
More fish	20%	2	21%	4
Less fats	16%	6	20%	5
More salads	18%	5	18%	6
Less meat	12%	7	17%	7
Avoid fried foods	10%	8	15%	8

*Percent of those who have changed habits when eating away from home.

Source: NRA/Gallup surveys, August 1983 and March 1986.

steak or roast beef and fried chicken.

In terms of some of their wants and needs when dining away from home, Weight Conscious Consumers offer some excellent marketing opportunities. The adults in this group:

- Are counting calories
- Are looking for low fat foods at restaurants
- Wish more restaurants offered menu items cooked without salt
- Wish more restaurants offered foods for people on restricted diets
- Prefer broiled to fried foods and
- Would eat out more often if it was not so fattening.

Health Conscious Consumers . . .

Health Conscious Consumers are very interested in the nutritional content of the food they eat. However, unlike Weight Conscious Consumers, their interest stems from their desire to comply with the government's dietary guidelines. When they eat out, they seek vegetables, whole grains and fruit. At the same time, they look for items that help reduce their salt and fat consumption. They are more likely to avoid some of the foods the calorie watcher seeks out, such as diet soft drinks, reduced calorie salad dressing and sugar substitutes, because these items are processed foods.

The Health Conscious Consumer's attitudes suggest a strong commitment to the government's dietary guidelines. This group believes that good diet and nutrition play a role in the prevention of serious illness. They are less concerned with taste and with watching calories. In addition, they are less inclined to foresake their commitment to health and nutrition even when dining out for a special occasion. And they are responsible for a disproportionate number of occasions at fine dining places—26 percent—although they account for only 19 percent of the adult population.

Uncommitted Consumers . . .

The Uncommitted Consumer segment is more difficult to define. Because they tend to skip meals or eat small meals and snacks, this suggests that these are busy, on-the-go consumers.

Their menu choices in restaurants and the items they eat at home are varied and show no particular pattern. At home, they tend to consume such things as wine, premium ice cream, vegetables cooked without salt, whole wheat bread and skinless chicken. Some of the things they indicate they would be very likely to try in restaurants include whole wheat bread, rolls or crackers; poultry without skin and broiled or baked fish or seafood. They are different from Traditional Consumers in that they are less likely to consume many of the traditional foods, such as mashed potatoes, enriched white bread and steak and roast beef.

In describing their attitudes, it is easier to state how they are not likely to feel. For example:

- They are not likely to make a point of eating nutritious foods
- They do not necessarily feel that being in peak physical shape is important
- They are not partial to restaurants where everything is made from scratch and
- They do not feel that expensive restaurants should serve fresh rather than frozen food.

Moreover, Uncommitted Consumers are not tired of hearing about what is good and bad for them when it comes to food. Perhaps they are still trying to make up their minds about the way they feel about health and nutrition. Their busy schedules make it highly likely that the occasion itself dictates what foods and beverages they consume.

Health and nutrition will continue to influence restaurant offerings . . .

These consumer surveys reveal that the health and nutrition phenomenon will continue to affect the foodservice industry.

A detailed report describing all the results from the health and nutrition segmentation study will be available in August. In addition, an upcoming issue of the **NRA NEWS** (renamed ***Restaurants USA***) will report on another Gallup survey which explains what restaurant operators are doing to take advantage of the trend toward eating more healthy and nutritious foods.

Finally, the association has recently published a new report, *Nutrition Guide for the Restaurateur,* which is designed to help operators of small and medium size restaurants incorporate nutrition into their operations. (See the "Short Orders" column of this issue for order information.)

—Bette Hoyt

The foodservice industry 1984: A brief review

For the 17th consecutive year the National Restaurant Association has prepared information on the size and scope of the foodservice industry, including sales and purchases for major markets, number of establishments and alcoholic beverage sales. The figures and analyses reported here provide a summary of the foodservice industry's performance during 1984. In addition, for the first time, this report will include a breakdown of the restaurant and lunchroom category based on check size. To obtain more detailed information on foodservice in 1984, see the accompanying box which tells how to order a free copy of the complete report.*

The foodservice industry experienced a banner year in 1984. **Food and drink sales** totaled $165.0 billion, up 8.4 percent from $152.1 billion in 1983. Real sales (adjusted for inflation) rose 4.0 percent, marking the fourth consecutive year of real growth for the foodservice industry and the best real sales performance since 1977. Sales benefited from a booming economy in 1984, fueled by lower inflation, higher employment and increased consumer spending.

The proportion of the food dollar spent on food away from home reached an all-time high in 1984. Consumers allocated 40.5 percent of their food dollar to meals and snacks prepared outside the home—up from a revised 39.9 percent in 1983.

Customer counts at the nation's restaurants were up significantly in 1984. Overall traffic climbed 4.0 percent over 1983. Traffic was strongest during the spring quarter (up 7.5 percent), followed by the winter (up 6.2 percent), summer (up 2.4 percent) and fall (up 0.4 percent) months.

Menu prices continued to post modest gains—up 4.2 percent. This is somewhat below the 4.4 percent increase recorded in 1983 and considerably less than the 5.3 percent and 9.0 percent advances registered respectively in 1982 and 1981.

For the complete report

For a copy of the detailed report, *The Foodservice Industry: 1984 in Review*, simply complete the insert card in this issue (between pp. 40-41) and return it to the Research Department, National Restaurant Association, 311 First Street, N.W., Washington, DC 20001. This report is free to association members. Non-members must included a check or money order for $10.00 with their order card.

NRA's detailed report includes extensive data on the foodservice industry in 1984, including an analysis of all sectors of the eating place market as well as lodging places, educational foodservice, employee foodservice, health care foodservice, recreation foodservice and military foodservice.

Percent change in foodservice industry sales 1983–1984
(current and real* dollars)

	Current	Real
Foodservice industry	8.4%	4.0%
Commercial foodservice	9.1%	4.8%
Eating places	9.7%	5.4%
• restaurants, lunchrooms	9.1%	4.7%
• limited menu restaurants	10.7%	6.5%
Institutional foodservice	3.8%	(1.1)%
Military foodservice	7.8%	3.6%

Adjusted for inflation* **Source: Malcolm M. Knapp, Inc.

Food and drink sales for the **Commercial Foodservice Group** reached $143.3 billion in 1984, a 9.1 percent advance from $131.3 billion in 1983. After adjusting for inflation, real sales climbed a healthy 4.8 percent.

Eating place sales rose a hefty 9.7 percent in 1984 to $104.5 billion. Inflation-adjusted sales were up a strong 5.4 percent. This segment accounted for an impressive 63.4 percent of total foodservice sales.

Limited menu (fast food) restaurants posted the most impressive sales gain among eating places in 1984, 10.7 percent to $43.7 billion. This category also experienced the strongest real sales growth in the eating place sector—6.5 percent.

Food and beverage sales at **restaurants and lunchrooms** reached $55.1 billion. This represents a strong 9.1 percent increase over 1983 sales of $50.5 billion. In inflation-adjusted dollars, sales rose 4.7 percent in 1984.

Grocery store foodservice, which includes convenience stores, outdistanced the other foodservice segments with the greatest sales gain in 1984—up 25.8 percent. Food and drink sales at gasoline service stations made a substantial gain, jumping 21.8 percent over the year before.

Other segments that recorded impressive sales advances include foodservice operations on passenger liners and railroads, miscellaneous foodservice retailers and hotel restaurants.

Institutional Foodservice Group sales totaled $20.9 billion in 1984—up 3.8 percent from sales of $20.1 billion in 1983. However, after adjusting for inflation, sales for this group fell 1.1 percent from the prior year.

Food and drink sales for the **Military Foodservice Group** rose a strong 7.8 percent in 1984, totaling $826 million. Real sales for this group advanced 3.6 percent.

—*Susan Adelman*

***The statistical information and analyses for NRA's study on the size and scope of the foodservice industry in 1984 were prepared in consultation with the research firm of Malcolm M. Knapp, Inc.**

Estimated food and drink sales and purchases, 1984

# of Units	Type of establishment	Estimated food and drink sales (000) 1983	Estimated food and drink sales (000) 1984	Percent gain (loss)	Estimated food and drink purchases (000) 1984
	Group 1: Commercial Foodservice[1]				
	Eating places				
124,869[2]	Restaurants, lunchrooms	$ 50,530,025	$ 55,111,582	9.1%	$19,622,589
117,604	Limited menu restaurants	39,494,133	43,719,215	10.7	14,950,572
6,079	Commercial cafeterias	2,920,486	3,165,807	8.4	1,144,434
3,581	Social caterers	1,147,827	1,240,801	8.1	458,848
7,966	Ice cream, frozen custard stands	1,174,244	1,283,449	9.3	388,885
260,099	**Total—Eating places**	**$ 95,266,715**	**$104,520,854**	**9.7%**	**$36,565,328**
32,308[3]	Bars and taverns	$8,157,044	$8,254,928	1.2%	$417,906[4]
292,407	**Total—Eating and drinking places**	**$103,423,759**	**$112,775,782[5]**	**9.0%**	**$36,983,234**
	Food contractors				
	Manufacturing and industrial plants	$ 2,393,792	$ 2,616,415	9.3%	$ 1,177,387
	Commercial and office buildings	763,189	825,007	8.1	371,253
	Hospitals and nursing homes	1,033,545	1,105,892	7.0	442,357
	Colleges and universities	1,494,312	1,612,363	7.9	516,569
	Primary and secondary schools	762,183	833,066	9.3	323,500
	In-transit foodservice (airlines)	618,920	672,431	8.6	322,733[6]
	Recreational and sports centers	1,175,715	1,241,555	5.6	430,820
9,026[7]	**Total—Food contractors**	**$ 8,241,656**	**$ 8,906,729**	**8.1%**	**$ 3,584,619**
	Lodging places				
14,968	Hotel restaurants	$ 7,302,020	$ 8,109,689	11.1%	$ 2,586,859
1,686	Motor hotel restaurants	703,675	726,193	3.2	233,368
9,131	Motel restaurants	1,158,986	1,190,279	2.7	392,268
25,785	**Total—Lodging places**	**$ 9,164,681**	**$ 10,026,161**	**9.4%**	**$ 3,212,495**
	Retail hosts				
10,468	Drug & proprietary store restaurants	$ 416,042	$ 428,939	3.1%	$ 155,276
1,562	Gen. merchandise store restaurants	60,117	62,942	4.7	22,218
4,932	Department store restaurants	1,005,061	1,060,388	5.4	389,162
3,651	Variety store restaurants	247,632	236,488	(4.5)	85,609
4,155	Food stores (except grocery)	170,424	179,968	5.6	58,130
39,498	Grocery store foodservice	1,553,874	1,954,774	25.8	674,397
14,593	Gasoline service station foodservice	860,253	1,047,788	21.8	361,487
8,525	Misc. retail (liquor, cigar, etc.[8])	375,548	423,242	12.7	143,902
87,384	**Total—Retail hosts**	**$ 4,689,951**	**$ 5,394,529**	**15.0%**	**$ 1,890,181**
	Recreation and sports foodservice				
2,785	Drive-in movies	$ 232,104	$ 244,870	5.5%	$ 76,154
3,933	Bowling lanes	677,417	702,481	3.7	252,893
N/A	Recreation and sports centers	912,093	958,610	5.1	332,638
6,718	**Total—Recreation and sports foodservice**	**$ 1,821,614**	**$ 1,905,961**	**4.6%**	**$ 661,685**
	All other foodservice				
3,088	Vending and non-store retailers[9]	$ 3,386,729	$ 3,667,828	8.3%	$ 1,181,041
N/A	Mobile caterers	537,379	588,430	9.5	195,359
3,088	**Total—All other foodservice**	**$ 3,924,108**	**$ 4,256,258**	**8.5%**	**$ 1,376,400**
424,408	**Total—Group I**	**$131,265,769**	**$143,265,420**	**9.1%**	**$47,708,614**

Footnotes

1. Data are given only for establishments with payroll.

2. Figures are latest census area reports or merchandise line detail counts or updates when reliable data become available.

3. Unit count includes only those establishments serving food; however, sales figure is for all bars and taverns with payroll.

4. Food only. Cost of alcoholic beverages totaled $2,587,072,000.

5. Food and drink sales for nonpayroll establishments totaled $3,206,617,000 with eating places accounting for $2,257,290,000 and drinking places $949,327,000.

6. Food purchase only.

7. Individual businesses, not locations. Contract feeders are included in eating place totals in all Bureau of the Census publications although their sales volume figures are significantly understated.

8. Includes SIC 59 except 591 and 596.

9. Includes sales of hot foods, sandwiches, pastries, coffee and other hot beverages.

10. School lunch commodities furnished in the calendar year 1984 under Secs. 6, 32 and 416 were worth $823,828,070. In addition, 171,976,630 half pints of milk worth $16,353,870 were supplied.

11. Total number of colleges and universities, which have foodservice, whether contracted or not.

12. Represents sales or commercial equivalent to employees.

13. Sales (commercial equivalent) calculated for nursing homes and homes for aged only. All others in the grouping make no charge for food served.

14. All 50 states plus the District of Columbia.

*** These institutions make no charge for food served.

Estimated food and drink sales and purchases, 1984

# of Units	Type of establishment	Estimated food and drink sales (000) 1983	Estimated food and drink sales (000) 1984	Percent gain (loss)	Estimated food and drink purchases (000) 1984
	Group II: Institutional Foodservice—Business, educational, government or institutional organizations which operate their own foodservice.				
	Employee foodservice				
3,683	Industrial and commercial organizations	$ 1,504,939	$ 1,629,849	8.3%	$ 762,769
408	Sea-going ships (1,000 + tons)	46,191	43,604	(5.6)	26,162
4,248	Inland waterway vessels	215,492	230,576	7.0	138,345
8,339	**Total—Employee foodservice**	**$ 1,766,622**	**$ 1,904,029**	**7.8%**	**$ 927,276**
	Educational foodservice				
90,812	Public and parochial elementary and secondary schools (89,216 national school lunch program[10])	$ 2,577,461	$ 2,780,429	7.9%	$ 3,010,355
1,017	Public colleges and universities[11]	2,049,269	2,047,220	(0.1)	877,398
1,624	Private colleges and universities[11]	882,055	921,747	4.5	451,462
93,453	**Total—Educational foodservice**	**$ 5,508,785**	**$ 5,749,396**	**4.4%**	**$ 4,339,215**
	Transportation foodservice				
57	Passenger/cargo liners	$ 153,164	$ 172,769	12.8%	$ 95,021
95	Airlines	571,622	624,783	9.3	311,192
2	Railroads	35,157	41,087	16.9	18,434
154	**Total—Transportation foodservice**	**$ 759,943**	**$ 838,639**	**10.4%**	**$ 424,647**
	Hospital foodservice				
4,137	Voluntary and proprietary hospitals	$ 5,344,325	$ 5,357,862	0.2%	$ 2,143,145
1,622	State and local short-term hospitals[12]	793,128	788,491	(0.6)	535,827
717	Long-term, general, TB & psychiatric hospitals	871,542	854,800	(1.9)	341,920
341	Federal hospitals[12]	366,057	390,173	6.6	310,964
6,817	**Total—Hospital foodservice**	**$ 7,375,052**	**$ 7,391,326**	**0.2%**	**$ 3,331,856**
26,169	Nursing homes, homes for the aged, blind, orphans, mentally & physically handicapped[13]	$ 2,793,879	$ 2,986,657	6.9%	$ 1,834,894
	Miscellaneous foodservice				
10,310	Clubs	$ 1,391,385	$ 1,466,520	5.4%	$ 614,472
2,806	Sporting and recreational camps	119,284	123,698	3.7	74,218
15,210	Community centers	374,228	400,798	7.1	472,934
N/A	Convents and seminaries	...	...	...	107,418
28,326	**Total—Miscellaneous foodservice**	**$ 1,884,897**	**$ 1,991,016**	**5.6%**	**$ 1,269,042**
	Penal institutions				
791	Federal and state prisons	...	...	...	$ 400,740
3,338	Jails	...	...	...	311,581
4,129	**Total—Penal institutions**	***	***	***	**$ 712,321**
167,387	**Total—Group II**	**$ 20,089,178**	**$ 20,861,063**	**3.8%**	**$12,839,251**
591,795	**Total—Groups I & II**	**$151,354,947**	**$164,126,483**	**8.4%**	**$60,547,865**
	Food furnished foodservice employees in Groups I and II	...	...	...	$ 4,074,018
591,795	**Total—Groups I, II, & FSE**	**$151,354,947**	**$164,126,483**	**8.4%**	**$64,621,883**
	Group III: Military Foodservice				
N/A	Defense personnel	...	...	...	$ 1,945,877
700	Officers' and NCO clubs ('open mess')[14]	$ 506,248	$ 546,242	7.9%	197,740
556	Military exchange foodservice	260,274	280,315	7.7	113,528
1,256	**Total—Group III**	**$ 766,522**	**$ 826,557**	**7.8%**	**$ 2,257,145**
593,051	**GRAND TOTAL**	**$152,121,469**	**$164,953,040**	**8.4%**	**$66,879,028**

Source: Malcolm M. Knapp, Inc.

Employment update

The need for employees remains strong

This article updates Bureau of Labor Statistics' (BLS) figures concerning foodservice employment projection. It also highlights those occupations which may feel the effects of a labor shortage.

The need for foodservice employees will intensify as America heads into the next decade. Bureau of Labor Statistics' (BLS) projections indicate that employment in foodservice industry occupations will swell 21.7 percent between 1984 and 1995 to reach 8.9 million.* In comparison, overall employment will increase a slower 14.9 percent during this same period.

These employment projections take on even greater significance in light of a research study prepared for the National Restaurant Association by the consulting firm of Arthur D. Little, Inc. The study, which is the basis for NRA's Current Issues Report, *Foodservice and the Labor Shortage*, projects that by 1995 the foodservice industry will experience a shortage of 1.1 million workers unless employers make adjustments to such factors as pay and benefits or tap new labor resources.

Foodservice has above-average separation rates . . .

When looking at the overall employment picture, it is important to note the job separation rates, which measure the percentage of workers previously employed in an occupation who are not employed in that occupation one year later.

In general, foodservice occupations have higher-than-average separation rates as shown in the accompanying table. In 1984 the separation rate for all foodservice occupations was 31.5 percent, nearly twice the overall rate.

Average annual openings important . . .

It is also helpful for restaurant operators to be aware of the average annual

Foodservice separation rates
(1984)

		Not Working		
Food preparation and service occupations	**Total Separations**	**Transfers**	**Unemployed**	**Not in labor force**
Food preparation and service occupations	**31.5%**	**13.9%**	**4.6%**	**13.0%**
Supervisors	24.2	13.4	3.5	7.4
Bartenders	32.2	16.9	7.1	8.2
Waiters and waitresses	32.5	14.8	3.9	13.9
Cooks, except short order	26.2	11.3	4.3	10.7
Food counter and fountain workers	43.3	19.2	5.1	19.0
Kitchen and food preparation workers	31.5	15.6	4.5	11.4
Waiter/waitress assistants	43.2	16.8	5.5	20.9
Miscellaneous	32.2	13.2	5.6	13.4
Total employees, 16 years and over	**17.8%**	**8.0%**	**2.8%**	**7.0%**

Source: U.S. Department of Labor, Bureau of Labor Statistics, 1985.

Average annual job openings
(1984–1995)

Occupation	**Replacement jobs***	**New jobs**	**Total openings**
Waiter/waitresses	597,000	38,600	635,600
Cooks, except short order	259,200	19,200	278,400
Bartenders	146,800	10,200	157,000
Waiter/waitress assistants	148,600	6,700	155,300

**The separation rate was used to determine replacement jobs since separation rates for foodservice jobs remain relatively constant over time.*

Source: U.S. Department of Labor, Bureau of Labor Statistics, NRA Forecast, 1985.

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* *The Bureau of Labor Statistics has prepared three scenarios (low, middle and high) of occupational employment growth between 1984 and 1995. The first set of assumptions (low scenario) is based on the premise that the economy will follow a slow growth path during this 11-year time period. Productivity will be sluggish, the unemployment rate will edge down slightly to 7.0 percent and real Gross National Product (GNP) should expand at a 2.2 percent annual rate. In contrast, the high scenario assumes that the economy will be more robust. Productivity should be strong, the unemployment rate will dip to 5.0 percent and real GNP will expand at an annual rate of 3.8 percent. This report, however, is based on the middle set of assumptions, which predicts that between 1984 and 1995 the economy will experience good productivity, the unemployment rate will drop to 6.0 percent and real GNP will grow at an annual rate of 2.9 percent.*

Eating and drinking place employment projections*
(1984–1995)

Occupation	Employment (000) 1984	Employment (000) 1995	Percent change
Bread and pastry bakers	19	23	21.0%
Bartenders	272	353	29.8
Cooks and chefs	701	866	23.5
• Restaurant	331	435	31.4
• Short order and fast food	370	431	16.5
Food preparation and service workers, fast food	1,179	1,389	17.8
Food preparation and service workers, except fast food	481	595	23.7
Hosts/hostesses	104	136	30.8
Managers and management-related employees	420	522	24.2
• Foodservice and lodging	376	466	23.9
• Other managers and support workers	44	56	27.3
Marketing and sales workers	227	296	30.4
• Cashiers	158	216	36.7
Waiters/waitresses	1,270	1,603	26.2
Waiter/waitress assistants	194	240	23.7
All other workers	536	636	18.6
Total	**5,403**	**6,659**	**23.2%**

*Only includes workers included in SIC code 58 and does not include workers in foodservice segments such as institutional and lodging employees.

Source: U.S. Department of Labor, Bureau of Labor Statistics, November, 1985.

Foodservice occupational employment projections*

Occupation	Employment (000) 1984	Employment (000) 1995	Percent change
Bread and pastry bakers	68	80	17.6%
Bartenders	400	512	28.0
Cooks and chefs	1,309	1,594	21.8
• Institutional or cafeteria	421	494	17.3
• Restaurant	463	601	29.8
• Short order and fast food	425	499	17.4
Food preparation and service workers, fast food	1,201	1,417	18.0
Food preparation and service workers, except fast food	987	1,205	22.1
Foodservice and lodging managers	657	746	13.5
Hosts/hostesses	132	168	27.3
Waiters/waitresses	1,625	2,049	26.1
Waiter/waitress assistants	307	381	24.1
All other foodservice workers	608	724	19.1
Total	**7,294**	**8,876**	**21.7%**

*Does not include professional, technical or sales workers.

Source: U.S. Department of Labor, Bureau of Labor Statistics, November, 1985.

job openings for specific foodservice occupations. This can be determined by estimating the total number of jobs created by people leaving their occupations and the number of new jobs created by expansion.

Information on average annual job openings for some foodservice occupations is summarized in the accompanying chart.

Employment opportunities sizzle for restaurant chefs . . .

The fastest growing foodservice occupation between 1984 and 1995 is expected to be restaurant cooks and chefs. The projected increase is 29.8 percent. Close behind is the bartender segment—up 28.0 percent, followed by hosts and hostesses—up 27.3 percent. Other foodservice occupations expected to post above-average job increases include waiters and waitresses, server assistants and food preparation and service workers not employed by fast food restaurants.

Eating and drinking place employment projections . . .

Eating and drinking places are the major employer of foodservice workers. Reflecting this segment's importance, the Bureau of Labor Statistics provides employment projections specifically for eating and drinking places. In 1984, restaurants and bars employed more than 5.4 million men and women, and by 1995 this number should reach more than 6.6 million. Cashiers should experience the greatest job growth among the eating and drinking place occupational categories, advancing 36.7 percent between 1984 and 1995. Jobs for restaurant cooks will advance at the second fastest pace, climbing 31.4 percent, followed by hosts and hostesses (up 30.8 percent) and bartenders (up 29.8 percent).

Waiters and waitresses will make up the largest proportion of eating and drinking place employees—25.0 percent. Food preparation and service workers at fast food establishments will be second, accounting for 22.0 percent.

NRA offers guides . . .

The National Restaurant Association offers materials designed to help operators find solutions to the labor crunch. Earlier this year the association published a Current Issues Report, *Foodservice and the Labor Shortage*, which deals with this problem. NRA is currently working on two other projects that also address the labor shortage, and they will be available later this year. One is a how-to guide: *How to Recruit, Hire and Retain Employees in a Tight Labor Market*. The other is an industry wage survey of hourly employees, which will provide operators with a comprehensive look at pay scales for different groups of hourly employees.

—Susan Adelman

Employee attitude surveys

One way organizations keep their fingers on the pulse of employee sentiments is through surveys. Employee surveys can be tricky, though. They have to be constructed with extraordinary care. I thought you might be interested in this example.

CONFIDENTIAL (Honest!)

1. Name (Print) ____________________
(Only the company psychiatrist will see this.)

2.1 How long have you worked here? __________

2.2 How come so long? ____________________

3.1 List the three things you like most about the company.
A. ____________________
B. ____________________
C. ____________________

3.2 What don't you like about the company, if anything. ____________________

4.1 Who is your supervisor? ____________________
(Spell name corectly.)

4.2 Whom would you like to have as your supervisor?
____________________ (We're just curious.)

4.3 What word best describes your current supervisor?
A) Egocentric ___
B) Stingy ___
C) Really egocentric ___
D) Klutzy ___
E) Parsimonious ___
F) All of the above ___

5. Due to economic necessity, we need to make slight changes in our fringe benefits. Which one of the following do you favor for elimination?
1. The 100 percent company paid pension plan (full vesting after two weeks) ________
2. The 100 percent company paid health care plan (including dental) ________
3. Reimbursement for business expenses ________

5.2 Which of the following benefits do you favor for addition to our program?
1. A milk shake machine in the lounge ________
2. Permission to wear blue jeans ________
3. Widening the vehicle space lines in the parking lot ________

6. Would you recommend our company for employment to a friend or relative?
1. Absolutely ________
2. Positively ________
3. Affirmative ________
4. I don't understand the question ________ (Hmmm)

7.1. Rank what you like *most* about your position.
A) Salary ___
B) Pay ___
C) Renumeration ___
D) Psychic income ___

7.2. Rank what you like *least* about your position.
A) Everything's fine ___
B) No complaints ___
C) Just peachy ___
D) Super ___
E) Other ___ (Careful!)

8. We are expanding our operations and need to make some transfers. Please check where you would consider relocating.
Antarctica ___
Ft. Leavenworth ___
Amazon ___
Sahara Desert ___
Himalaya Mountains ___
Washington, DC ___

9. Do you think our company is an industry leader?
No question about it ________
We're way in front ________
I plead the 5th ________ (Very interesting!)

10. We pride ourselves on our concern for our employees. (This survey is one example.) Do you feel that we are concerned about you? (Answer required.)
Yes ________

11. Which statement most accurately summarizes your feeling about the company?
A) I'm really fortunate to work here. ________
B) Nobody could be luckier than I am. ________
C) It's really great, splendid, tremendous. ________

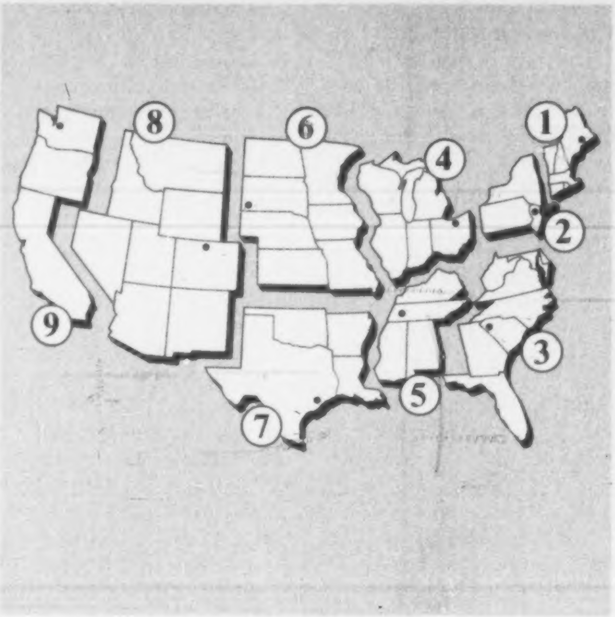
12. The following data will be used only for classification, change of position, salary adjustment and termination purposes.
A) How old are you? ________
B) Add 3 to the number indicated in "A." ________
C) Where do you live? ____________________
D) How much do you pay for housing?
____________________ (You pay too much!)
E) What is your current salary? ________
F) Multiply "E" by 90 percent ________
G) What is your lowest level of education?
Grade school ___
Kindergarten ___
Nursery school ___
Day care center ___
H) How many credit cards do you have? ________
(Destroy half)
I) Should we contact the IRS on your behalf?
No. Really! Really! ________
Please don't, pretty please! ________
Whoops! Gulp! ________
Ouch! Aw, come on! ________
J) Please state forwarding address. ____________________
(Just in case the unexpected occurs)

Signature ____________________ (Legibly, dummy!)

Fisher's Law #73: If you conduct an employee survey, word it carefully to extract the information you are seeking. Be prepared to report on the results and to act on them. Otherwise, don't bother asking.

How's business?

by Anne Papa



1
NEW ENGLAND

Location: Bar Harbor, ME
NRA member: Gary Skirry
Operation: West Street Cafe
Profile: Fullservice restaurant
In business: 6 years
Seats: 100
Meals served: Lunch, dinner

The tourist season is just beginning in Bar Harbor, which means the West Street Cafe will be packed until business slows in September. And with the expected boom in American tourism, this summer should be better than ever, predicts owner **Gary Skirry.**

The West Street Cafe is a casual, comfortable establishment. The specialty of the house is Maine lobster, with additional seafood items, steaks and veal rounding out the menu. A $15.00 price range for entrees (from $4.95 to $19.95) provides items on the menu for entire families.

2
MIDDLE ATLANTIC

Location: Mountain Lakes, NJ
NRA member: Arthur McGreevy
Operation: Black Bull Inn
Profile: Fullservice restaurant
In business: 20 years
Seats: 250
Meals served: Lunch, dinner

"Summer is customarily our slowest season, but it is by no means dreadful," reports **Randy Odenbrett,** manager of the Black Bull Inn. Lunch business slows, says Odenbrett, because businesspeople leave Mountain Lakes and the surrounding North Jersey area for vacation spots during July and August. "But dinner remains heavy, and lunch picks up again in September," he says.

The decor at the Black Bull Inn suggests a Scottish motif, with the "tartan of the clans"—pictures of coats-of-arms of high-bred Scottish families—adorning the walls. But the menu is American, with an emphasis on beef—rib-eye steaks, prime ribs and baby-back ribs, to name a few of the most popular items. A popular dessert is "midnight" cheesecake, a tantalizing combination of chocolate cake and cream cheese, one layered on top of the other.

3
SOUTH ATLANTIC

Location: Seneca, SC
NRA member: Daniel Burfiend
Operation: The After Glo Restaurant
Profile: Fullservice restaurant
In business: 2 years
Seats: 90
Meals served: Dinner

"Although in New York City our restaurant might be viewed as conservative, here in Seneca we are considered upscale and trendy," says **Chris Simpson,** chef at the After Glo Restaurant. Simpson says the restaurant is becoming popular among businesspeople, and he hopes to keep building traffic as more industries settle in Seneca.

Because it is open for dinner only, the After Glo often caters to special occasion diners. Service is attentive—"We put a great deal of emphasis on server training," says Simpson—and the atmosphere is subdued, with plants, woods and earth tones dominating. The specialty of the house is seafood. A particular favorite among customers is "orange roughy papillote," a filet of orange roughy sealed and steamed in a brown paper bag with an assortment of vegetables. It is served piping hot—paper bag and all. "When the bag is opened, the aroma is incredible," says Simpson.

4
EAST NORTH CENTRAL

Location: Cleveland, OH
NRA member: Stu Gardner
Operation: Our Gang Too
Profile: Fullservice family restaurant
In business: 7 years
Seats: 102
Meals served: Lunch, dinner

Stu Gardner, general manager of Our Gang Too, says the future outlook for Cleveland businesses is good. "The new Rock n' Roll Hall of Fame, the development of the 'flats' area and the renovation of the harbor will all bring business into the city," he predicts "as well as increased competition."

Our Gang Too, a casual family restaurant with a loyal clientele, has a jump ahead of the newcomers.

Our Gang Too opened in the late '70s as a typical "fern bar," featuring hamburgers, omelettes and salads. It has since updated its menu, service and atmosphere to broaden its appeal. The menu now includes ribs, steaks and chicken dishes, and there is a separate menu for children. Giveaway balloons and an electric train that runs through the dining room enhance the restaurant's family appeal.

5
EAST SOUTH CENTRAL

Location: Lakeland, TN
NRA member: Louis and Janice Garner
Operation: Cafe Lakeland
Profile: Fullservice restaurant
In business: 23 years

Seats: 300
Meals served: Breakfast, lunch, dinner

Because Cafe Lakeland is located on a major interstate and is less than one mile from one of the South's major campgrounds, general manager **Jim Beekler** is hoping for a record-breaking business this summer. "The tourist boom will be a boon for our business," he predicts. An 80-foot high sign on the highway will make certain that passersby know about the restaurant.

Cafe Lakeland normally caters to two different types of clientele: truckers with business in nearby Memphis and local Lakeland residents. That is why the cafe has two different dining rooms. Locals and families dine in the Fiesta Room, the more upscale dining room, which is filled with Spanish and Mexican artifacts collected by the restaurant's owners. Truckers and customers who pull off the highway for a quick bite are served in an adjacent dining room (unnamed) that is more casual.

Customers in both rooms delight over Cafe Lakeland's all-you-can-eat fried catfish buffet, which also features four or five other entrees, choice of two vegetables and a salad bar.

6

WEST NORTH CENTRAL

Location: Spearfish, SD
NRA member: D. Thompson
Operation: The Sluice
Profile: Fullservice restaurant
In business: 8 years
Seats: 150
Meals served: Lunch, dinner

According to **Vel Orr,** general manager of The Sluice, Spearfish is one of the most stable towns in the Black Hills area. A growing timber industry and the close proximity of both the University of South Dakota and Rapid City provide customers for The Sluice. "We are getting much regional recognition," boasts Orr. "We've become a destination stop for people coming through Spearfish."

The Sluice is named for the sluice—a long box used by miners to sift gold from stream gravel—that sits in the lobby. The miners theme carries through to the dining room, where a salad bar and fruit bar sit on top of actual ore cars. And a log cabin, complete with wood floors and a fireplace, has been transported from the Montana plains to The Sluice's lounge. The cabin seats 24 comfortably.

The Sluice is known for fresh fish, flown in twice weekly from Denver, and its extensive Sunday brunch. On Sundays, the ore cars are cleared of salads and fruit and are filled with traditional breakfast items.

7

WEST SOUTH CENTRAL

Location: Houston, TX
NRA member: Robert Del Grande
Operation: Cafe Annie
Profile: Fullservice restaurant
In business: 6 years
Seats: 90
Meals served: Lunch, dinner

When oil prices took a nosedive last winter, restaurants all over Houston suffered. But at Cafe Annie, chef Robert Del Grande continued to raise prices during the crisis to keep in step with increases from suppliers. "Fortunately, our business wasn't hurt too much because of our good reputation," says **Nanette Taylor,** general manager of the restaurant.

And now that the "big scare" is over and people are going out to eat again, Cafe Annie is doing better than ever. Specializing in new American cuisine with a Southwestern flair, Taylor says the restaurant offers "something for everyone," with a regular menu plus daily specials that feature more exotic dishes. A typical day's specials list might include redfish in sesame crust with cilantro sauce, grilled scrod with grilled bananas, and duckling foie gras with pecan bread and citrus sauce. The lunch and dinner menus at Cafe Annie differ. Lunch entrees cater to a casual crowd; dinner items attract Houston residents looking for an elegant night out.

8

MOUNTAIN

Location: Fort Collins, CO
NRA member: Russell A. Phipps
Operation: Cuisine Cuisine
Profile: Fullservice restaurant
In business: 3 years
Seats: 80
Meals served: Lunch, dinner

A bright, royal blue awning and a chalkboard menu that changes daily lure customers into Cuisine Cuisine, a small cafe sitting at the edge of the Rocky Mountains in Fort Collins. Business is brisk at the restaurant, thanks to an influx of students from nearby Colorado State University and businesspeople moving into the area. In fact, according to manager **Anita Olin,** "We're celebrating our third anniversary this week—and our third consecutive year of rapid growth."

Cuisine Cuisine is known among Fort Collins residents for "providing the unexpected," says Olin. The ever-changing menu highlights American regional and international specialties; each week there is a different theme. Southwestern, Cajun and down-home Southern cuisines have all been featured, as well as French, Italian, German and Indian cuisines. Not only do appetizers and entrees reflect the various ethnic roots, so do the restaurant's famous desserts. "Cajun Week" featured bread pudding with bourbon sauce, bananas foster and beignets.

9

PACIFIC

Location: Tacoma, WA
NRA member: Tony Manza
Operation: The Poodle Dog
Profile: Family restaurant and coffee shop
In business: 53 years
Seats: 225
Meals served: Breakfast, lunch, dinner

Even though the Poodle Dog restaurant is located in the heart of Tacoma's hurting industrial district, business has not suffered. "We are an institution here in Tacoma," says manager **Tony Manza.**

Breakfast, lunch and dinner are heartily served at this family-style restaurant and coffee shop. Breakfast specials include waffles—"the old-fashioned, heavy kind, not Belgian waffles," says Manza. Old-fashioned, too, are the hamburgers, a lunchtime favorite. Popular dinner specials include veal and pork roasts and Italian pasta dishes. And any time of the day is the right time for the Poodle Dog's homemade desserts, all baked fresh daily on the premises. Particular favorites among customers are the pies.

FOOD FOR THOUGHT

McDonald's on the McMoon

First came McNuggets. Then McD.L.T. Now it's McDonald's on the McMoon.

Bob Goldfarb, owner of a McDonald's franchise in Inglewood, CA, has turned the inside of his restaurant into a simulated space shuttle, McD-1. Customers entering the dining area are welcomed aboard the McD-1 by recordings in Spanish, French, Russian and Chinese. Seats at the tables are designed to vibrate, and large viewing screens show original space footage from the NASA/Johnson Space Lab, Jet Propulsion Laboratory and from the PBS television series "Cosmos."

"This is the first McDonald's of its kind in the nation," says Goldfarb. "We wanted to do something more than hamburgers and fries. We give customers a look into the future—a taste of tomorrow."

—Los Angeles Times

Brown baggers take their time

When lunch hour rolls around, what do the majority of America's office workers do—head for the nearest restaurant, go out for a stroll or brown-bag it at their desks and go right back to work?

None of the above, according to a survey conducted by Jacques Borel Enterprises, a New York, NY, firm which recently launched a meal coupon program allowing companies to subsidize part of their employees' lunches at nearby restaurants. The survey found that although 58 percent of the respondents said they are most likely to eat lunch at their desks, nearly one-third of the brown baggers still take more than one hour for their lunch break. Cost—not convenience or an attempt to save time—is the reason most people bring a sandwich to work.

Of the 65 percent of survey respondents who eat lunch at restaurants once or twice a week, 41.8 percent do so for a change of scenery, 39.8 percent eat out to socialize and 28.6 percent are looking for food variety.

—Jacques Borel Enterprises

I'll take spaghetti and two place settings, please

Rosemarie Herr, bookkeeper at Sandro's restaurant in New York City, describes the establishment as "authentically Italian. We even import our china, silver and other tableware from Italy." So when customers began admiring the imported place settings, Sandro's decided to offer them for sale. The restaurant printed table tents that read: "Would you like to take home the dishes, the silverware, the salt cellars, the pepper mill? Maybe a teapot? Everything's for sale, except the chef . . ."

According to Herr, many customers have purchased the items since the cards were printed. But as yet, she reports, none has made a bid for the chef.

—NRA NEWS interview

A trip to Tahiti on aisle B

One of the hottest specials at the Big Bear Supermarkets in San Diego, CA, isn't on canned peas or carrots. It's on cruises to Hawaii.

Nestled between aisles where shoppers find bags of charcoal and dog food is one of America's first supermarket travel departments. Called Travel Center, the booths are run by Bonus Travel of San Diego.

"Grocery stores are a natural for our business," says Mike Habib, vice president of Bonus Travel. "Where else can you get 2,000 people to walk by your booth every day? We have people spending $2,000 on a cruise while their ice cream is melting."

—USA TODAY

Sweet taste of Liberty

A 5,500-pound 8-foot, 2-inch chocolate model of the Statue of Liberty was on display in the Meridien Hotel in New York City through July 4. It took Parisian chef Paul Berthon and two assistants three 100-hour weeks to craft the sculpture, modeled after the original by Auguste Bartholdi. In fact, Berthon used the same mold and carved the chocolate like soft stone. After Independence Day, the chocolate liberty will be auctioned for charity.

—USA TODAY

The Drake Hotel
Chicago, IL

This NRA national conference combines the art of image development with the science of promotion planning

Marketing

National Restaurant Association
National Conference on Marketing,
Advertising and Promotions

America is having a love affair with food. Food is style. Food is entertainment. Food is fun. Food is nutrition. Food is news.

That spells opportunity for the restaurant industry. But marketers trying to determine what key factors have catapulted everything from the gourmet burger to *creme fraiche* to the forefront of America's thoughts, actions and spending decisions, will end up with a mixed message. Today's restaurant patron is more fickle and elusive than ever. There is no "typical" customer and no pat formula for success. Attaining your rightful market share in today's restaurant environment is somewhere between an art and a science.

At NRA's National Conference on Marketing, Advertising and Promotions, you will examine both the art and science of restaurant marketing.

- An examination of the subtleties of image building and market positioning
- Specific techniques for creating, developing and executing promotions
- Case studies: What works and why
- Bridging the gap between operations and marketing
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- In depth workshops designed to promote participation and build understanding
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For more information or to register,
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